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Leonardo Costa Leite



DR MATT WINDSOR

Dr Matt Windsor is a sports chiropractor and the director of Chiropractic Health Quarters in Pyrmont, Sydney.

He has been involved with rugby union and rugby league as a player, coach, medical officer and sports chiropractor at representative levels. In recent years he has been involved with Sydney University Rugby Union, Sydney Districts Rugby Union and NSW Rugby Union state teams.

He has treated professional athletes from rugby union, rugby league and Australian rules teams and continues to care for elite athletes. Chiropractic Health Quarters continues to offer injury management care as well as performance enhancement programs aimed at improving the physiological function of athletes to better perform in their fields.

For more information, visit www.chirohq.com.au



DOMINIC DOS REMEDIOS

Dom is the owner and CEO of the Personal Training Academy and a proud PTA Global Faculty member. He is also part owner of BioAge Pty Ltd (online fitness testing software) and Acumotum – Intelligent Fitness facility (small group training facility) in Melbourne. With over 20 years of industry experience, Dom has the rare blend of skills and experience from both the health club operations side, as well as now the education and training side of the fitness industry. Prior to joining PTA he held the roles of national fitness manager for Fitness First Australia and national personal training manager for Crunch Fitness International (USA). He holds a Bachelor of Education (Human Movement) with Honours from the University of Sydney.

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**AUSTRALIAN
INSTITUTE
OF FITNESS®**

THIS MAG IS FOR YOU!

On behalf of FITMEDIA, I am very proud to present this magazine to the Australian and New Zealand fitness industry and technical reader. The magazine itself is a hybrid of the best research, science, profiles and industry news available today.

We have spent the last two years refining the direction of the



magazine with the aim of publishing a title that will become the hub for the latest in fitness, including equipment, group fitness, strategic advice and the who's who of fitness.

This might be our first issue of *Fitness PRO* magazine but it is the result of 30 years in publishing and a huge team helping to build great content, connections and contributors. This magazine is replacing *Ultra FIT* magazine that dates back to 1985.

The new focus will inform and educate readers on all things fitness, so whether you're a fitness fanatic, a fitness industry leader or anywhere in between, we believe *Fitness PRO* has the goods to warrant prime position on your shelf.

By linking with IHRSA USA we are now connected with one of the largest fitness bodies in the world. IHRSA has well over 10,000 club members in 76 countries and produce a monthly publication called *Club Business*. Keep your eye out for shared content in *Fitness PRO* as it will give you a front row seat to all that is new in the global fitness world.

We are thrilled to also partner with Fitness Australia, The Health and Fitness Industry Association, who will utilise this publication for their own news. As their members start to receive the magazines, we believe that *Fitness PRO* will become a magazine that is often referred to for information and news in our fine industry.

To the reader... this mag is for you! We have combined all of the great information, science, profiles, equipment and amazing stories of success (and failure) and wrapped them in an exciting B2B-style magazine that is as well designed as any magazine you might see in the local hairdressing salon.

Fitness exudes style, success and innovation – you have found the home of all the great things your passion is built on. We hope you enjoy it, share it and post your comments about it on our social media pages. *Fitness PRO* is the evolution of our passion and our industry. I trust you will enjoy every page.

Stay fit, stay focused and be strong.

Executive publisher and fitness junkie,
Michael Henry



About IHRSA

IHRSA is the trade association serving the global health club and fitness industry. The mission of IHRSA is to grow, protect and promote the health and fitness industry, and to provide its members

with benefits that will help them be more successful.

IHRSA and its members (health clubs and fitness facilities, gyms, spas, sports clubs, and industry suppliers) are dedicated to making the world healthier through regular exercise and activity promotion. Find out more about IHRSA at www.ihrsa.org

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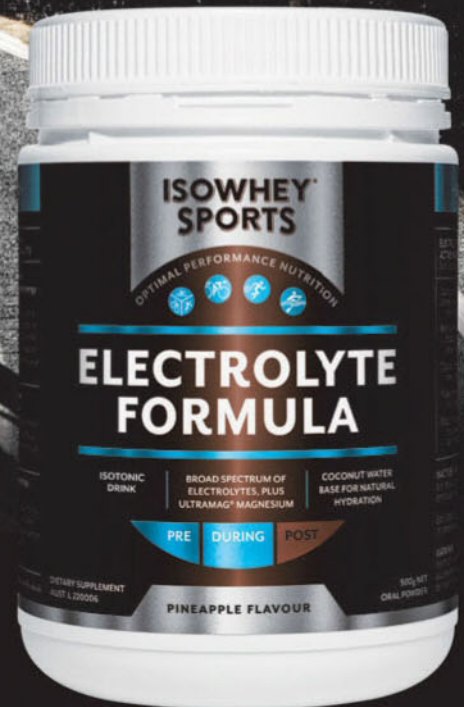
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ECA World Fitness Conference

19 to 22 March 2015
New York City
www.ecaworldfitness.com



Business of Sport Summit 2015

25 to 26 March 2015
Shangri-La Hotel, The Rocks NSW
www.sportsleaders.com.au



FIBO

9 to 12 April 2015
Cologne, Germany
www.fibo.de



IHNSA 2015 Annual International Convention & Trade Show

11 to 14 March 2015
Los Angeles, California, USA
www.ihnsa.org/convention



ACSM 19th Health & Fitness Summit

31 March to 3 April
Phoenix, Arizona
www.acsmsummit.org



FILEX, Australian Fitness & Health Expo 2015

10 to 12 April 2015
Melbourne Convention and Exhibition Centre, Southbank
www.fitnessexpo.com.au

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GENERAL NEWS

BONDI RESCUE HQ SMOOTHIE AND JUICEBAR

Head Bondi Lifeguard, Bruce 'Hoppo' Hopkins, recently opened Bondi Rescue HQ – a smoothie and juice bar, located in North Bondi. With hit TV show Bondi Rescue being aired in 180 countries around the world, it's no surprise Hoppo has jumped at the chance to expand the brand with Bondi Rescue HQ. This unique new addition to the sea of cafés that borders North Bondi's sidewalks not only offers a nutritionist formulated menu using all natural ingredients and super foods for targeted health, but gives fans of Bondi Rescue a chance to meet the stars, with Hoppo, Maxi, Reidy and Harries regularly visiting Bondi Rescue HQ.

Find out more at www.facebook.com/bondirescuehq



Photo: Shutterstock.com

AUSTRALIA WELCOMES ITS FIRST FEMALE-ONLY 24-HOUR FRANCHISE

MISS TEMPLE FITNESS is Australia's first female-only 24/7 gym concept, providing members with the opportunity to train in a comfortable, supportive environment surrounded by like-minded women. Currently there are four clubs open – all in the Brisbane area – but franchise opportunities exist for enthusiastic, committed and passionate individuals.

Find out more at www.misstemple.com.au



DEBITSUCCESS APPOINTS STRATEGIC ALLIANCE MANAGER

Debitsuccess, one of Australasia's leading payment solution companies, has appointed Kynan Sadlo to the role of Strategic Alliance Manager.

Sadlo has more than 15 years' experience in strategic operations management and management consulting, including nine years with Insurance Australia Group (IAG). He has also worked with top 20 ASX financial services, government and utilities organisations.

Debitsuccess Australia CEO Davin Miller says Sadlo's comprehensive experience in strategic and management consulting matters will serve the company well as it continues to expand into new industries and regions.

"With two United Kingdom acquisitions, the recent announcement of a Debitsuccess operation in San Francisco and a growing client base, it's certainly an exciting time for our business. We are looking

forward to Kynan leading our alliance partner relationships," says Miller. "This new appointment is a further significant step for the organisation's focused growth strategy and builds the company's capability both domestically and in offshore markets."

Debitsuccess is part of Transaction Services Group (TSG), a leading global payment solutions provider with a presence in Australasia, the United Kingdom and the United States.





FEELGOOD PHYSIO ENHANCES PRODUCTIVITY BY ENCOURAGING A HAPPY BODY AT WORK

Happy Body At Work is an evidence-based program designed for sedentary workplaces seeking to improve the energy, resilience and performance of their teams. Designed by leading physiotherapist Anna-Louise Bouvier, this innovative eight-week multimedia program focuses on four key lifestyle habits: sitting, moving, stress and sleep. Happy Body At Work participants report increased activity levels, reduced sedentary time, improved sleep patterns, greater energy, fewer aches and pains and increased awareness of stress signals. It contributes to better productivity, performance and resilience, both at work and in life.

Find out more at www.happybodyatwork.com.au



REDFERN GOES "BACK TO BASICS"

The majority of gyms you step in to provide loud music, several television screens and countless mirrors – more often reminding members of why they're there rather than to check form.

Lift Performance Centre in Redfern, Sydney, however, has ditched all of the above, taking its gym "back to basics" to ensure the focus is purely on health with little distractions.

According to Scott Griffiths, PhD researcher of the School of Psychology at the University of Sydney, compulsive mirror checking is common among men between the ages of 18 and 25. Although mirrors are in place to allow members to ensure their form is correct, the functional purpose can admittedly cause distraction.

Although mirrors have been removed, Lift Performance Centre encourages members to utilise 15-second delay Go Pro cameras to monitor and review their form.

HEALTH AND WELLNESS CLIMBS TO TOP OF THE WORKPLACE AGENDA FOR 2015

Workplace health organisation Global Corporate Challenge (GCC) revealed that in a survey of 378 national and international organisations, 95 per cent confirmed they have executed, or are planning to execute, a health and wellness program for their employees.

Employee wellbeing and corporate wellness are becoming the new model for strong and sustainable business. There is little wonder, with a 2005 Medibank Australia report revealing employers have to pay around \$7 billion per annum due to absenteeism from ill health.

By placing more emphasis on employee physical, mental and social wellbeing, many employers are aiming to adopt a preventative and promotional approach to workplace wellness. This is particularly relevant in relation to stress and the myriad negative health effects stress can have on employees.

Brigid Walsh, general manager of Golden Door Health Retreat and Spa – Elysia, believes over-connectivity is a genuine concern in many digital workplaces. To overcome this, she suggests offering employees regular chances to "digitally detox, unwind, relax and rebalance" to ensure maximum health and wellbeing – not only for employees, but also for the business to be successful.

Corporate wellness programs are increasingly being offered to businesses to assist in workplace wellbeing, where guests can receive wellness coaching and seminars from industry professionals and experts.

TECHNOLOGY NEWS

BIG-NAME FITNESS BRANDS JOIN THE FITNESS AND TECHNOLOGY MARKETPLACE

From embedded sensors and biometrics to elite training and maximising performance, the progressive world of fitness technology took centre stage at the FitnessTech Summit, presented by Living in Digital Times at the 2015 International CES held in January in Las Vegas.

“Fitness technology has become a national obsession,” says Robin Raskin, founder and CEO of Living in Digital Times. “It continues to be one of the fastest growing sectors of the industry – a place for well-established brands like Under Armour, adidas

and Timex to join company pioneers like Polar, Jaybird and iFit with an astounding rich and diverse showcase of products. As technology improves and consumers take charge of their own health and wellbeing, we think products like these will continue to dominate the market and really result in a healthier, more fit consumer.”

The bond between fitness and technology is clearly stronger than ever, as the industry evolves into being less about devices and more about the human body.



RALPH LAUREN POLO SHIRTS MONITOR HEART RATE

Thanks to a movement tracking shirt from fashion designer Ralph Lauren, in 2015 tennis enthusiasts will be able to record metrics and data from recent performances to improve their game. The luxury brand's Polo Tech T-shirt uses sensors knitted into the fabric to read heartbeat, respiration and other biometrics. Data collected by the shirt is stored by a “black box system”, which

also captures movement and direction metrics. These findings, along with data related to energy output and stress levels, are sent to the cloud and are accessible via a tablet or smartphone.

In a similar move, Sony is also preparing to launch its attachable Smart Tennis Sensor early next year. The US\$200 device attaches to rackets and will record up to 12,000 shots of swing and serve data.



ARE YOUR EARPHONES FREE?

FreeWavz is currently creating earphones that will collate health and fitness metrics and audibly relay this information to exercisers. Ideal for cyclists and joggers, who don't want to take their eyes off the road, these earphones have been designed by otolaryngology specialist Dr Eric Hensen. Operating without the need for any other wearable tech, these innovative earphones will offer wireless connectivity to music streaming, a step counter, as well as heart rate and oxygen saturation monitoring. Hensen was motivated to develop a product that would not disrupt people's workouts by falling out or causing injuries. Hensen's creation will allow exercisers to change or pause music via voice commands and will have smartphone connectivity for data collation. The earphones will also feature an extra speaker above the standard ear bud, which allows users to listen to music while being able to hear surrounding sounds (e.g., passing cars).

For more information, visit www.freewavz.com

Smart watch photo: Shutterstock.com



WEARABLE TECHNOLOGY USE SET TO DOUBLE IN 2015

RESEARCHERS IN THE UK PREDICT THE NUMBER OF PEOPLE WHO OWN WEARABLE TECHNOLOGY WILL DOUBLE IN 2015 – FROM 6 TO 13 PER CENT – DIRECTLY DUE TO THE IMPACT OF CHRISTMAS.

These are the findings from YouGov's recent analysis of wearable tech prospects, which predicts that the number of owners of wearable technology would have increased by the end of the festive season, from 2.8 million to 4.7 million. This trend is tipped to continue, with estimates of 6 million by September 2015. The research found that in the UK, three per cent of the population owns a fitness band, making fitness devices the most popular wearable tech category. Despite the recent hype around new products such as the Apple Watch, approximately one per cent of the population currently owns a smartwatch, although this is expected to increase.



LIVING-ROOM CHAIR OR GYM?

Wouldn't it be nice if we could sit in the comfort of our favourite chair in front of the TV, burn calories, reduce stress, build stronger muscles and improve our posture?

The Tao Chair could be the answer to your dreams! As president and co-founder Philo Northrup puts it,

this revolution "turns downtime into exercise time." One of the biggest excuses we hear when it comes to not exercising is 'lack of time'. The Tao Chair will, however, throw that excuse out the window.

When seated, users can use their legs or arms to push or pull in any direction

against the Tao Chair's upholstered arms. With no movement, the arms simply resist the pressure exerted by the user while the built-in sensors monitor how much effort is being exerted. The workout stats are presented on one of the arms and can even be synched with the Tao mobile app.

APPS

Fit Fling

An Aussie innovation is helping gymgoers find love. Inspired by the success of dating site RSVP, Fit Fling was developed as a way to connect like-minded exercisers with other gym-goers. Ideal for those who are sick of meeting potential suitors at a cafe or bar, Fit Fling enables you to set up your first date at the gym or on a walk – whatever tickles your fancy! The app has been built specifically for those who take pride in their health and fitness, and who want to meet someone who feels the same.

The app is free and available to download now on iTunes / Google Play. For more information, visit www.fitfling.com.au

Brain Coach

Within the first three weeks of its global launch, Brain+ has been featured as 'best new app' in Apple's iTunes Store in 44 countries around the world, including UK, France, Italy and

Scandinavia, and quickly found its way into top 10 in the educational category in App Store across 40 countries. With downloads from almost 20,000 new users each day, the Brain+ app has proved a huge success, and has shown that people are clearly interested in training their brain with fun and engaging mobile games. Built on cutting-edge neuro-scientific methods, insights and training principles, Brain+ delivers effective exercises for improving and protecting the brain's abilities. Because the app offers an experience resembling state-of-the-art mobile gaming, Brain+ is fun while maintaining an emphasis on strengthening brain functions. The Brain+ exercises are developed in collaboration with leading brain scientists from Copenhagen University and are suitable for people of all ages.

Currently available for iOS devices, accessibility on Android, Windows Mobile and other operating systems is

planned for later this year. Upon download, users have 18 minutes of free, uninterrupted training to be used at will, followed by six minutes of free time each day. Affordable subscription plans are available for longer periods for users who wish to maximise training intensity and effect. For more information, visit www.w-plus.com

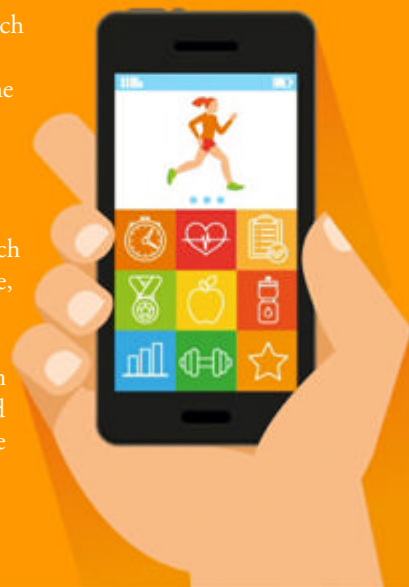
Dminder

A sufficient vitamin D level is one of the most important ways to stay healthy. Wherever you go in the world, dminder tracks the sun and tells you when you can get vitamin D. The stopwatch interface lets you set your session target by the amount of D or time. Then it will count up or down to your target, applying all the factors that determine how much D you can get: skin tone, age, weight, amount of skin exposed. All your doses of D, from the sun or supplements, are used to continuously estimate your current level. This app has been developed in conjunction with Dr

Michael Holick, a world authority on vitamin D. For more information, visit <http://dminder.ontometrics.com/>

Listen To Your Heart by Metamucil, by BioBeats

This unique app plays music that is unique to your heartbeat. Brought to you by Metamucil and Heart Research Australia, this app is an Australian first. The app is free and available to download now on iTunes / Google Play. For more information, visit <https://itunes.apple.com/au>

**INTELLIGENT DEVICE DIFFICULTY**

Accenture's digital consumer study has revealed that of 24,000 consumers surveyed, 83 per cent reported difficulty using their intelligent device. This included 21 per cent who thought the products were too difficult to use and 19 per cent reporting the device didn't work as advertised.

With 'ease of use' being placed as of highest importance when purchasing intelligent devices, it seems they are falling short of what consumers are looking for.

In 2015 it is predicted consumers will move away from smartphones, HDTVs and tablets and toward easy-to-use devices such as fitness monitors and smartwatches.

For more information, visit www.marketingmag.com.au



Commercial Fitness Solutions

GPI Commercial Fitness Solutions (part of the GPI Group of companies) is an Australian owned and operated company with 23 years experience in the importation and distribution of fitness equipment across Australia.

GPI Commercial Fitness Solutions delivers premium ranges of fitness equipment across all categories to the Australian Corporate, Light Commercial and Commercial fitness markets.

So whether you are a gym, personal trainer, school, sporting club, cross fit centre or anyone that needs fitness equipment for their organisation..... **GPI CFS has the solution for you!**



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TECHNOGYM MAKES HISTORY

Equipment manufacturer named as official supplier to 2016 Olympics

Technogym has been chosen as the official supplier of the training centres at the Rio 2016 Summer Olympics. This is the sixth time for the Italian company.

In 2016, they will supply around one thousand equipment pieces to 15 training centres and warm-up areas, as well as 50 athletic trainers for training, gym layout, installation and technical support.

WORLD GYM NAMES PRECOR VENDOR OF THE YEAR

For the second time running, World Gym has named Precor as their Vendor of the Year at the 2014 World Gym Awards held in Las Vegas, Nevada. The award was bestowed for demonstrating relationship excellence with the World Gym family worldwide, which includes delivering high-quality products and services at competitive prices, and providing outstanding customer service and support. Since 2009, Precor has been providing its premium fitness equipment - including treadmills, elliptical trainers, adaptive motion trainers, Preva networked fitness, climbers, bikes, cardio theatre and strength equipment to World Gym facilities around the world. "This award is a testament to our network of hard-working sales and service teams serving all the World Gym Franchisees," said Rob Barker, Precor President. World Gym, an internationally recognised brand, has captured the imagination of fitness enthusiasts around the globe. Focused on the mantra "serious fitness," World Gym is dedicated to creating a network of ultimate workout destinations across the globe. With its HQ in California, World Gym currently has over 200 franchised locations in 18 countries including Australia, Brazil, Canada, Czech Republic, Costa Rica, Egypt, El Salvador, Cayman Islands, Germany, Guatemala, India, Pakistan, Russia, Saudi Arabia, South Korea, Taiwan, Vietnam and the United States.

LIFE FITNESS BRINGS THE FUTURE TO 2015

While the development in health technology products and services has grown exponentially, the data for each consumer can be difficult to collate to create a complete picture. Exercise equipment manufacturer LifeFitness has created a platform that makes workout data more accessible and useful.

The Life Fitness open platform is designed to work with a variety of exercise equipment and wearable health technology products, as well as iOS and Android apps. The open

platform enables developers to extract workout data directly from the exercise equipment, control the equipment program via their smartphone or tablet and even use Bluetooth to collect data from fitness bands and other sensor-devices on the user.

Creating a platform that collates multiple sources of data allows users to form a complete picture of their training. Trainers and healthcare professionals can then create more effective programs.

TECHNOGYM HIGHLIGHTS

MYWELLNESS.COM AT CES 2015

Equipment, mobile and technology converge to create seamless transition for consumer physical activity, inside and outside the gym.



Technogym, a world-leading company supplying fitness and wellness products, services and solutions, took part in the major technology conference Consumer Electronics Show 2015. Technogym focused on its mywellness platform and how it fully integrates into the Technogym ecosystem.

Technogym's mywellness cloud is a revolutionary new open platform that allows wellness enthusiasts to measure and aggregate all of the data surrounding their physical activities, inside the gym and out, along with their daily movements and their evolving body measurements. Consumers can manage their workouts in the gym (in concert with Technogym equipment and UNITY™ consoles), outdoors on their mobile devices, at home via personal computers or Technogym home equipment, on holiday or wherever they train, for a truly personalised and seamless wellness experience.

All of this is part of Technogym's 'Wellness on the Go' philosophy, which is at the heart of everything that Technogym strives to achieve

from a technological, lifestyle and holistic standpoint. Made possible by the UNITY console – the Android-based display for cardio equipment that allows users to customise the information and entertainment options on Technogym cardio equipment (much like you customise the screen on your mobile devices) – in combination with Technogym's mywellness app – which stores physical activity in the mywellness cloud on a variety of devices – Technogym provides a fully integrated personal health and fitness system for everyday use on the mywellness cloud.

All of these components make the Technogym Ecosystem the first integrated system that incorporates interconnected equipment, services, content and programs. Through the mobility and interconnectedness in all these products, fitness facilities can now offer their members 'Wellness on the Go' packages and connect with them on Technogym equipment anywhere in the world, whether inside or outside the gym.

To connect consumers to their health regimens and personal habits,

Technogym has brokered partnerships with key technology apps and products so that personal health and workout information will be seamless across multiple platforms. Technogym's mywellness cloud can now be integrated with a suite of popular products, including Fitbit, MapMyFitness, MyFitnessPal, Polar, RunKeeper, Strava, Withings and Garmin.

Furthermore, Technogym has created MyRunning Logbook, a revolutionary new feature designed particularly for casual and hardcore running enthusiasts. With MyRunning Logbook, consumers can track any of their outdoor runs using their favourite mobile training device (such as RunKeeper, MapMyFitness, Strava, Polar and Garmin) and make it available to replicate on any Technogym treadmills with the UNITY console. With this technology, users can fully recreate their outdoor runs indoors, including intervals, pace and speed – perfect for runners who want to improve on their daily runs, or for those training for a marathon.

INTERNATIONAL NEWS



TEAM AUSTRALIA SECOND IN WORLD'S TOUGHEST MUDDER

Under Armour's first ever Australian national squad, 'Team Australia', celebrated an incredible second placing against the world's most hardcore athletes, pushed to their limits at the World's Toughest Mudder 2014. Thousands from "Mudder Legion" battled harsh terrain, extreme weather conditions and 24 hours of gruelling obstacles to earn the title of "World's Toughest Mudder" – an extreme obstacle course challenge designed to be the ultimate test of strength, stamina and mental grit. It was the first time the event had been held in the Las Vegas area. Canadian Ryan Atkins and American Amelia Boone completed 153km and 121km of obstacles respectively to be crowned champions.



BRITS "DON'T FEEL FIT ENOUGH" FOR WORKOUTS IN PUBLIC

One in five people in Britain say they don't feel fit enough to play sport or exercise with other people, according to new research.

The study by Mintel found that 22 per cent of people surveyed were reluctant to participate in fitness and sport activities, due to a fear of exposing their low levels of fitness.

The research has also discovered that 25 per cent of Brits find it hard to motivate themselves to play sport or participate in more exercise. Encouragingly though, more than a third of those surveyed indicated they would like to be more active to improve their health, with this figure exceeding 50 per cent among those who say they don't feel fit enough to exercise with other people.

Mintel also found that 36 per cent of consumers have not played or participated in sport in the past 12 months, a figure that increased to more than 50 per cent in those aged over 55 years.

2015 FITNESS BUSINESS SUMMIT

The annual Fitness Business Summit in Costa Mesa, California, from March 27-29 will bring more than 600 industry leaders together to discuss the successful operation of fitness businesses.

Entrepreneurs, business owners and online marketers come together annually to listen to the dozen presenters provide inspiration and knowledge to enable them to grow, improve and expand their businesses.

Hosted by fitness business and marketing guru, Bedros Keuilian, the Fitness Business Summit is aimed at improving the crucial skills needed to operate a successful business, an aspect often overlooked by health and nutrition experts.



BIG GYMS UNDER THREAT?

Fitness industry analyst Ray Algar believes traditional health clubs that offer a broad selection of activities at a mid-range price may be at serious risk of having their business “salami-sliced” away by specialised competitors.

During his address at the IHRSA Europe Congress in Amsterdam last year, Algar said that if they are to survive and thrive in a changing marketplace then activity providers must decide whether they wish to pursue the path of low-cost, self-service gyms – which have been a big success story in recent years – or go down the path of offering a high-quality support structure for their clients, as found in the new wave of microgyms.

Algar, the man behind Oxygen Consulting in the UK, said 120 private gyms close in the UK every year, and he believes traditional mid-market gyms that charge an average of £42 a month (about \$A80), may find their memberships whittled away by low-cost competitors and microgyms specialising in the activities they most prefer (e.g., yoga, functional training, group cycling) – until the business is no longer viable.

Algar concluded that whichever path traditional gyms choose, they must be clear in their approach and embrace innovation in order to be successful.

SNAP FITNESS TARGETS UK ROLLOUT

24/7 global gym franchise Snap Fitness has set its sights on major growth in the UK through a new master development agreement with fitness start-up TwentyTwo Yards.

Set up earlier last year by Australian businessmen Matt Quinn and Scott Jones, TwentyTwo Yards plans to open 200 locations over the next four years, aiming to emulate the success they’ve witnessed of 24/7 gyms in Australia.

An unconfirmed number of these clubs will be operated by TwentyTwo Yards, while a significant number will be franchised to third parties. The pair have enlisted Bidwells and RSR Properties to source potential gym sites – which will typically span around 500sqm – with the first location expected in March.

Quinn says the chain would attract “hidden demographics” who cannot afford mid-range club membership fees but expect a better package than those offered by the low-cost sector.

“Pricing will obviously vary across the UK geographically, but memberships will be lower than you typically pay at a mid-range club,” says Quinn.

“Our clubs are going to be more intimate than a lot of our competitors and that will hold us in good stead when it comes to sourcing properties.” Quinn also says he believes the fact he and Jones are newcomers to the industry won’t be a problem, due to their “solid” business model.



PEOPLE NEWS



PERTH FITNESS SENSATION GOES GLOBAL

Tara Simich, the 24-year-old founder of Jungle Body, is making her mark in the fitness industry. Dubbed one of 2015's hottest lifestyle trends, Tara's Jungle Body workouts combine cardio, dance and boxing all to the tune of a live DJ pumping out the latest hip hop and dance tracks.

The five-year-old

company is currently sweeping the globe, now running classes in New South Wales, Victoria, Queensland, and in Europe and the United States.

Tara's main aim for the Jungle Body workouts is to provide participants with a perfect balance of fun and results to ensure they keep coming back for more.

DR JOANNA HELPS THE MASSES GET LEAN

Australia's favourite Scottish-born nutritionist, Dr Joanna, recently launched her online nutrition and healthy lifestyle hub called Get Lean. Offering loads of free resources including articles, blogs, videos and recipes, this fresh, personalised and scientific-based approach to living and eating healthily is inspiring, informing and educating people to live a healthier and happier life – forever! Find out more at www.drjoanna.com.au

FITNESS BUSINESS EXPERTS JOIN THE FITMEDIA TEAM

FITMEDIA are excited to have Simon Hall, Nic Monteforte and Shane Byrne completing the team to ensure the successful launch of *Fitness PRO Magazine*. Throughout their combined 50+ years in the industry, Nic Monteforte, Shane Byrne and Simon Hall have achieved much of what there is to achieve in the fitness industry, from running world-class multi-national chains to launching profitable start-ups.

"Bringing the Fitness Business Experts team on board has meant we can hit



the ground running with our new publication, *Fitness PRO*, aimed at the fitness industry professionals, from club owners and managers to those deciding to become a personal trainer," says FITMEDIA publisher, Michael Henry.

FRESH FACE AT FITNESS AUSTRALIA



Fitness Australia welcomes Christy Collier to the team in the role of general manager, marketing and communications. Christy has a passion for health and fitness, which is reflected in her personal life, studies and career path.

"I've always been fit, healthy and active, and am therefore passionate about making positive changes to assist the fitness industry to engage more Australians in regular exercise."

Christy has completed a Bachelor of Sports Management, Graduate Certificate in Marketing Communication and Graduate Diploma of International Sports Management. Never one to stop learning, Christy is currently undertaking an MBA.

Honing her skills in management, marketing and communications, Christy has worked with a wide range of organisations including Golf NSW, Les Mills Asia Pacific, Westfield and the Australian of the Year Awards.

Christy is also a Director of Dragons Abreast Australia, a national not-for-profit charity whose mission is to encourage wellness, fitness, fun and camaraderie for breast cancer survivors through the sport of dragon boating and promote breast cancer awareness throughout the community.

"There is so much great work happening within Fitness Australia out there in the fitness industry," Christy says. "I'm really looking forward to developing marketing and communications strategies that will broaden Fitness Australia's reach, generate increased brand recognition and deepen our stakeholder engagement."

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CROSSFIT NEWS



ARE YOU A CROSSFIT AFFILIATE OWNER?

You're familiar with rising before dawn to open the doors to your devoted CrossFitters, have committed your time to transforming lives through constantly varied functional movements and thrive on seeing your members improve. If you're a CrossFit affiliate owner, you probably left behind other work to pursue a much greater passion, but how did you get from the initial idea of starting up a CrossFit affiliate to where you are today? CrossFit Inc wants to know.

The video contest closes on March 16. There will be five winners who will have their affiliate's fees waived for one year and one grand prize winner will receive an additional US\$10,000. For the rules and guidelines, visit <https://contest.crossfit.com/>

CROSSFIT VACATIONS

Imagine a vacation where, instead of coming home feeling like you've packed on five kilos and your muscle mass has faded away, you come home feeling stronger, fitter and healthier.

Destino Retreats have created a variety of holidays in Mexico, Arizona, Mammoth and Hawaii. Each promises four-star accommodation as well as two WODS and two to three paleo meals a day. They aren't the only company to come up with such a novel idea, though: Reebok has teamed up with Austin Adventures to create Reebok Fitness Vacations by Austin Adventures.

To most of us, a vacation means a little bit of extra indulgence, sleeping in and lazing by the pool. For others, it's doing intense exercises and sweating it out on the beach as the sun rises.



Photo: Shutterstock.com

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YOGA NEWS



ANTIGRAVITY YOGA

Invented by aerial performer and former gymnast and Broadway choreographer Christopher Harrison, AntiGravity yoga is performed in a hammock-like apparatus.

Inspired by yoga, Pilates, calisthenics and aerial acrobatics, AntiGravity yoga can achieve a total-body workout and has been dubbed a great stress reliever due to it being so enjoyable for participants.

In addition to busting stress, AntiGravity yoga has been reported to benefit people with back issues. The ability to hang freely allows the spine to lengthen. What's more, this unique form of yoga can increase strength and improve flexibility while creating a heightened awareness of your body through the mind-body-spirit connection created in each class.

YOGA, MEDITATION AND BRAIN TRAINING

Biomedical engineers at the University of Minnesota have revealed that long-term devotees who practise yoga and meditation can control a computer with their minds quicker than those with little to no yoga or meditation experience. This research could be promising for those who are paralysed or have neuro-degenerative diseases.

Of the 36 participants in the research, 12 had a minimum of one year experience with yoga or meditation at least two times per week for one hour. The other 24 were healthy; however, had little to no experience with yoga or meditation. Each group participated in an activity where they had to imagine left or right hand movements to move a computer cursor across the screen. A high-tech cap was worn to detect brain activity.

With increased

research into finding ways to assist physically disabled individuals whose brain function remains sound, they need to uncover ways to sidestep muscular control to move a wheelchair or artificial limbs, for example.

Bin He, a biomedical engineering professor at Minnesota, gained international attention in 2013 when participants of his research team exhibited the ability to fly a robot with only their minds. It was found, however, that

not everyone has the ability to control a computer with their minds – it may require an undistracted mind and sustained attention, something those who regularly perform yoga and meditation may be better trained at.

He's ultimate goal is to assist those who are paralysed, or have brain diseases, to regain mobility and independence.



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Introducing the new Polar Team App

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The Polar Team App is a sporting and fitness application that shows real-time heart rates of participants on a screen. With objective heart rate data, a trainer can give smarter guidance to their participants by seeing who is tiring, who needs to work on their fitness, and who still has energy left in the tank.

The Polar Team App allows the trainer to follow the performance of a whole group or just concentrate on one individual. From the real-time, accurate heart rate data, the trainer can motivate participants, maximise their performance, monitor their improvements and ensure they get the most out of their training.



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SPORTS NEWS

SHOULDER PAIN TREATMENT DIFFICULT

Despite the ever-improving medical understanding and knowledge of how to treat shoulder pain, it remains an extremely difficult task, particularly in throwing athletes.

Javelin throwers, tennis players and softball pitchers are among the athletes who require rapid acceleration and deceleration of the throwing arm to perform their sports. This can cause a great deal of stress on one of the most mobile, and ultimately vulnerable, joints in our body.

Comprising of four joints, any one of these can cause pain and inhibit performance. What's more, similar shoulder pain can be due to a variety of causes, including rotator cuff tendinitis or tears, shoulder instability or even biceps tendinitis. As the joints are often

deep within the shoulder, it can be difficult for them to be examined by touch, making it hard to determine what is causing the pain.

It's important to note that athletes need to monitor training to ensure overuse injuries don't result in more serious shoulder injuries. Limiting pitching or throws each training session can reduce injuries and decrease fatigue.

Primarily, non-surgical treatment should be used including icing, non-steroidal anti-inflammatory medications, strengthening of surrounding muscles and appropriate rest, with caution not to allow the shoulder to become deconditioned. If non-surgical treatment does not help, arthroscopic surgery has been found to be successful in some sporting athletes.



RUNNING SHOE DEVICE DESIGNED TO PREVENT INJURIES

El Institute of Biomechanics of Valencia (IBV) and the Spanish shoe company KELME have designed a running shoe capable of gathering information to determine the runner's technique. The

information from the shoe is then relayed directly to the runner's phone, alerting them of a high risk of injury, suggestions to alter running pattern and level of overall performance.

The athlete will not only be able to compare one run with another as

well as track their heart rate and GPS location, they will also be able to upload that information online. Here they can generate personalised training plans, find advice on preventing injuries and improving performance, even tips on nutrition.

The focus of this new equipment is to gather biomedical parameters that characterise the runner's technique with real-time feedback – the first of its kind, and something of value to everyone who performs some form of running.



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GROUP FITNESS NEWS



TAKING ON YOUTH INACTIVITY

Les Mills has become the latest fitness brand to set its sights on tackling youth inactivity with the launch of its new program 'Born to Move'. There has been a flurry of childhood activity initiatives in recent months, with Places for People Leisure announcing a tie-up with popular IP Peppa Pig, and Fit for Support joining forces with the Power Rangers brand to promote regular exercise and a healthy diet.

Born to Move comprises a series of activity and fitness classes for youngsters aged 2-16. It uses foundational movement skills such as dance, martial arts, plyometrics, core, yoga and sports training in a bid to develop a lifelong love of movement in children, as well as to build confidence. The classes have been developed with age-appropriate moves and music to appeal to kids of all ages.

Childhood inactivity is a growing concern, with a 2014 study revealing that obesity rates in Australia are climbing faster than anywhere else in the world. Approximately 25 per cent of kids aged 5-17 are overweight or obese. "These statistics are set to go in the same direction as the nation's waistline – upwards, unless something is done to curb this trend," said Keith Burnet, CEO of Les Mills UK. "Our Born to Move program looks to respond to the rapidly declining level of physical activity among children and young people."

'SPINNING', NOT 'INDOOR CYCLING'

Fitness fads and trends are synonymous with our industry.

The creator of the original indoor cycling program and bike, Johnny Goldberg, had one of those dreams. Born from a love for cycling, Johnny and his business partner John Baudhuin actually hand-built their first 150 indoor Spinner bikes from 1991 to 1995. They then founded Mad Dogg Athletics Inc., and held their first official Spinning instructor certification in 1995.

Twenty years later and cycle rooms are in just

about every facility and club. More recently, boutique and high-performance studios are opening up all over the world.

During this time, Mad Dogg Athletics has continued to deliver its Spinning program education whilst developing instructor materials, resources, events, community and bikes. There are 200,000 instructors worldwide who are very proudly Spinning-certified and will be the first to tell you: this is no fad!

In Australia regular Spinning Instructor courses are delivered every quarter with the next training to be held early May in Melbourne. Based on two decades of research into cycling, exercise science and a strong association with a mind body connection – the Spinning program is not going away and is definitely here for the long haul.

For more information on training dates please contact Natasha. Iacovelli@bluefitness.com.au

REEBOK AND LES MILLS ANNOUNCE ONE LIVE

A first-of-its-kind global fitness tour to take place in 2015.

Reebok and Les Mills are creating a series of festivals that will see mass-participation group workouts around the world. The two pioneers of group fitness are providing this unique fitness tour for consumers to experience the power of group exercise in a unique setting.

ONE LIVE will see crowds of up to 6,000 people working out in unison at iconic venues across the world with pumping music and state-of-the-art lighting.



Les Mills International chief executive Phillip Mills says ONE LIVE is an opportunity to amplify the buzz of group workouts to a much wider global audience.

"We're turning the dial up at our instructor events, taking them to the next level and opening them up to anyone who wants to share in the energy of big-group workouts. ONE LIVE is going to be the hottest new trend in fitness events."

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BECOME A SKY FIT INSTRUCTOR

Finally fitness has found fun in Belconnen, Canberra, with Sky Fit launching at Sky Zone in their third park in the country.

With the ever-changing landscape of fitness, Sky Fit has been created to take the 'boring' out of your workout, leaving you with a smile from ear to ear!

Sky Fit brings you five specialised classes created to attack fat, tone muscles and enhance

flexibility.

Burn up to 450 calories in only 30 minutes while laughing so hard your abs hurt.

With four more parks due to open across the country in the next 12 months, Sky Fit are looking for passionate instructors to be part of this growing, exciting business.

Becoming a Sky Fit instructor brings with it a full, accredited training course giving you five CEC points and

the only globally accredited fitness program on an unstable environment.

"At Sky Fit we are always looking for passionate fitness trainers, group fitness instructors or certified fitness trainers to join our team," says Nic Monteforte, co-creator of Sky Fit.

If you are keen to find out more, contact us at skyfit@skyzone.com.au for more information.



TRIBE TEAM TRAINING EXPLODES IN GYMS

By Jamie Hayes

For the past few years gyms have been losing members to highly-focused competitors running outside bootcamps and online programs.

It would be natural to think bootcamps in parks and on beaches don't pay any rent and so they must be much cheaper. But there are successful bootcamps around Australia charging up to \$100 a week, so it's not about the money. People are paying for a different experience and (hopefully) better results.

THE TEAM TRAINING DIFFERENCE

There are small but powerful differences between attending a small group training program and joining a team.

Some small group training programs hardly change; the workout on Monday is the same as the workout on Thursday. Some have a focus on one piece of equipment such as suspension training or kettlebell workouts, and at some you find yourself lost in the crowd and never see a familiar soul.

With many small group training programs people can just come and go as they please and rarely connect with other members. They don't develop the team camaraderie where they get to know each other, push each other and support each other during the workout and even between sessions online.

All of these things add up to create a stronger commitment whereby the members become

regulars and consistently work hard – two essential ingredients for great results.

If you're a member at a gym, you have two options: you're on your own or you pay for a personal trainer. Of course larger gyms also offer group exercise classes, but in a large class there's no accountability or teamwork, and frequently no connection or camaraderie with others. You can slacken off, or don't turn up, and nobody notices.

BACK TO RESULTS

Great results are a function of the program design: how it changes session to session, how regularly you show up and how hard you work. Most people feel they train harder when they train with a buddy, and even harder under the motivation of a trainer. In a team environment you have the peer pressure of the team as well.

ENTER TRIBE TEAM TRAINING

Created in New Zealand, TRIBE Team Training is exploding in fitness clubs in the USA, Canada, UK and now Australia.

TRIBE offers five programs to choose from, depending on your training goal and fitness level. Members sign up for a small team (max. 10) that meets twice a week at the same time for six weeks

with the same coach. One program for the very fit meets three times per week. Each team member's space is pre-booked so they don't have to stress about losing their spot, booking online or turning up to find the session being overcrowded.

All of the programs are designed by a world-leading team (two from Canada and one from NZ). The TRIBE guarantee is: "You'll never do the same workout twice." Every session is different

with small changes to build on the previous session as your fitness and exercise skill improves. What's more, being inside the gym provides the comfort of all-weather training with the advantage of the variety of special equipment during the sessions.

If your club doesn't have TRIBE Training you may want to look into it.

For more information, visit www.tribeteamtraining.com



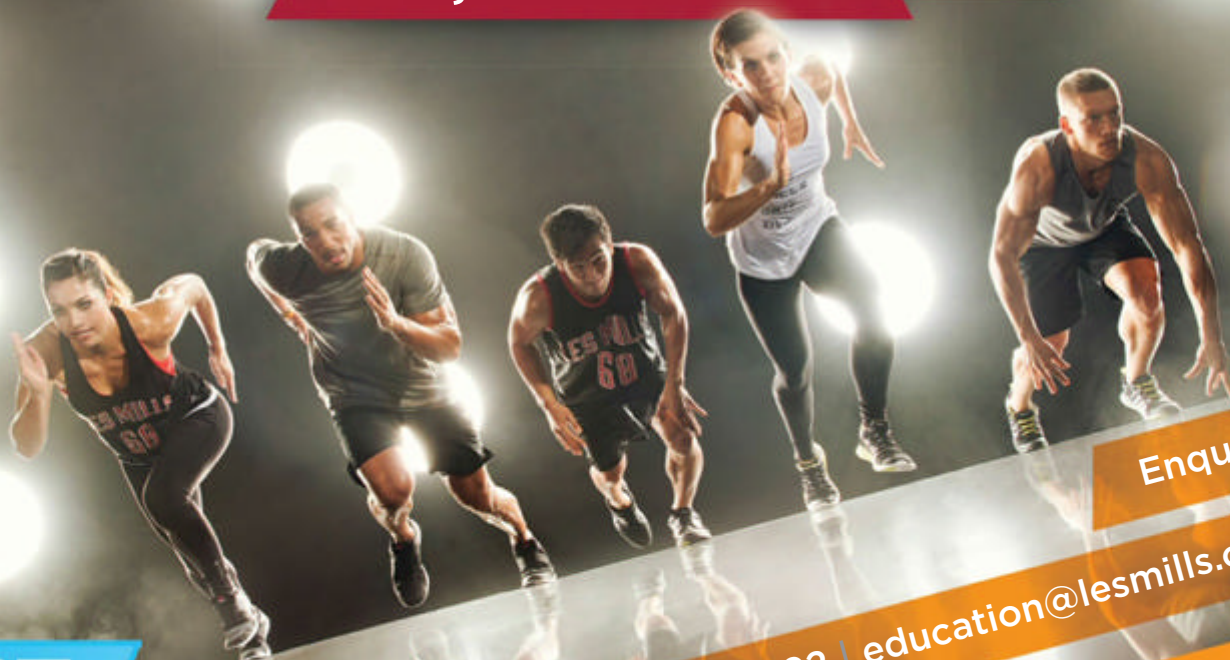
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LES MILLS

A MESSAGE FROM FITNESS AUSTRALIA

At Fitness Australia, your national peak industry association, we've been working to lay the foundations for a stronger future for the health and fitness industry. We've set ambitious goals around lobbying, industry connection, quality improvement and professional capacity building to help equip the fitness industry to engage more people to improve their health and wellbeing.



A few of our latest projects are:

- The ExerciseSafe™ App powered by Fitness Australia will provide you with a way to easily risk-assess an outdoor area for the safe delivery of outdoor training sessions. The App gives you an ExerciseSafe safety rating and details on the local council's outdoor training policy.
- Our new online learning platform iLearn™ will support exercise professionals and fitness businesses to meet national industry standards and connect with relevant research whilst earning CECs. We've also worked on a range of guidelines and resources to help you deliver the best possible services to your clients. These include guidelines on the delivery of nutrition advice,

children's exercise and best practice business principles.

- We're also pushing for the government to expand the fringe benefits tax (FBT) exemption. This would mean that employers wouldn't have to pay an extra 47 per cent in tax if they send their workers to your fitness services. Help us remove barriers for your local small businesses to help get their staff fit and healthy. Sign the form to support this campaign at www.FITnotFBT.org.au/#petition

Fitness Australia's projects are based on building a stronger, more valuable and professional fitness industry. We approach our projects with an open cooperative attitude that includes broad consultation with fitness

professionals, business owners and managers, RTOs and leading health and fitness organisations.

We continue to develop resources and services to help you work effectively and reach more people in your community for a fitter, healthier Australia.

Fitness Australia is excited about the new Fitness PRO magazine hitting the industry. It will bring a great range of interesting and exciting evidence-based information to the fitness industry, from a local and international perspective.

Keep a look out for more tools, resources and news from Fitness Australia across social media and at fitness.org.au

Lauretta Stace
Chief Executive Officer
Fitness Australia

LAURETTA STACE | CEO, FITNESS AUSTRALIA

Lauretta Stace is a leading advocate for the health and fitness industry in Australia. Since becoming the chief executive officer of Fitness Australia in 2006, Lauretta has embarked upon a systematic and strategic journey to raise the profile of the fitness industry, to help integrate the industry within the health sector and to

ensure that the industry is recognised for its important role in helping millions of people to improve their health and wellbeing through regular exercise and other lifestyle changes. In doing so, Lauretta has transformed Fitness Australia from being a small, fragmented group of industry bodies into a leading national

industry association with over 30,000 customers, multiple external stakeholder connections and a strong profile within the government and media. Lauretta has held leadership roles in both the not-for-profit and private sectors for over 20 years within health-related organisations.



#FITNOTFBT

Fitness Australia wants to whip our tax system into shape, but we need your help

Fitness Australia is calling on you, the fitness industry, to come together to make fitness services more accessible to our Australian workforce. Let's get together and have fringe benefits tax (FBT) exemptions made available to all businesses, big and small. In Australia, more than 60 per cent of the population is sedentary or partially active and of those who are employed, more than 70 per cent are inactive. To address this widespread inactivity, which has an annual economic cost of \$13.8 billion, we need to get people moving.

Standing in the way of this is the current fringe benefits tax system. Right now only large businesses providing on-site fitness services are eligible for tax exemptions. For a smaller business who may not have the space on-site, but still wants to provide the same service to staff in the local gym or park, the same benefits do not apply.

The aim of Fitness Australia's 'FITnotFBT: Get our tax system into shape' campaign is to create a level playing field and give owners of small- and medium-sized businesses the same

incentive as big businesses to help their workers be fit and healthy.

What is truly outrageous about this scenario is that small and medium business account for 99 per cent of business and 70 per cent of the jobs in Australia.

60% Australian adults
don't exercise enough

63% Australians are
overweight or obese

Economic cost of inactivity
is \$13.8 billion

Cost of obesity is
\$37.7 billion annually

With the rate of obesity in our country continuing to rise, it's important that we capitalise on any factors that encourage people to exercise. Studies have shown that for 'time-poor' people, scheduling physical activity during the work day is a particularly effective way to get them exercising regularly.

As more and more employers realise the productivity benefits of implementing

a workplace wellness strategy, the opportunity in the corporate market for both personal trainers and fitness business owners will grow. To support this growth we need to eliminate any barriers or disincentives to businesses connecting their employees with the services offered by Fitness Australia Registered Members.

According to Deloitte, the estimated short-term cost of extending the FBT exemption to small businesses would be less than \$70 million per annum. While on first glance this may seem sizeable, the reality is that some of this would be immediately recouped by increased income tax from fitness centres and fitness instructors that would flow from the move. Further proving the legitimacy of our cause, increased population participation in fitness has the potential to reduce avoidable health costs by approximately \$77 million a year. From where we stand FITnotFBT is a no-brainer and we encourage our members to get behind our efforts to achieve positive change for the industry and the population whose health and fitness we are fighting for.

>> HOW YOU CAN HELP:

1. Talk to your clients about the campaign and encourage them to pledge their support online;
2. Share the #FITnotFBT messages through your business – face-to-face and online; and
3. Talk to your local business contacts and encourage them to support the campaign.

To help make fitness fair, go to FITnotFBT.org.au



Photo: Shutterstock.com

WHEN LESS IS MORE

EFFECTIVE AND EFFICIENT:
EVIDENCE FOR HIGH-INTENSITY
INTERVAL TRAINING.



Considered the top fitness trend worldwide last year, high-intensity interval training (HIIT) appeals to time-constrained clients and offers variation¹.

HIIT can improve the overall aerobic capacity of an individual through increased VO2Max stroke volume, left ventricular mass, left ventricular internal diameter, and increased cardiac contractility². During activity, HIIT burns fat and fatty acids at high rates. With increased oxygen consumption post-activity, there is an increase in calories burnt².

By changing the length of intervals, mode or environment, HIIT can be tailored for all levels of fitness. Professor Jeff Coombes from the University of Queensland's School of Human Movement Studies says, "Individuals with muscular skeletal issues can do short interval sprints in the water, while obese or overweight clients can complete intervals on stationary bikes." Higher-risk clients can be identified by using the Adult Pre-Exercise Screening System (APSS).

HIIT can support weight loss, increase fat loss, aerobic

fitness and blood flow, reduced resting and exercise blood pressure, improved cholesterol profile and blood glucose control in people with Type 2 diabetes^{1,3}.

HIIT is divided into high-volume and low-volume exercise³. The most researched low-volume HIIT is the Wingate protocol which involves a 30-second 'all out' cycling effort against hard resistance followed by four minutes of recovery, repeated four to six times. The total session is 18 to 27 minutes performed three times a week³. However, Wingate is extremely demanding and may not be suitable for some people.

Another method is Gibala, involving 60 seconds at approximately 90 per cent maximal heart rate followed by 60 seconds of recovery, repeated 10 times for a total session of 20 minutes³.

In order to achieve the best results and maintain client engagement, Coombes recommends trainers use a mix of HIIT and continuous aerobic exercise.

You can read the full expert-reviewed article in the Autumn 2014 eJournal POWERED by Fitness Australia at ejournal.fitness.org.au

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Matthew Eddy, Franchisee



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TO SHARE OR NOT TO SHARE

By Libby Babet

How do you respond when someone in your industry asks you to spill your hard-earned lessons and secrets of success? Or a competitor signs up to a few sessions at your gym or studio?

I've had a lot of fellow fitness industry folk wag their finger at me for how freely I share information.

Whether it's sending nutrition information I've collected to new trainers at competitive businesses, or sharing the group workouts we do weekly on social media. Even just inviting fellow trainers into one of my businesses to try a few of our sessions... people just seem to think it is all a bit weird.

When I first started out, I assumed everyone was a sharer and happily posted about my experiences training at other peoples' gyms, sharing some of the cool new moves I'd learnt or technique tricks the trainer had taught me.

Despite crediting them and linking back to their business every time, not once did someone say, "Thanks for the plug!" The response was always: "Take it down, we don't want people stealing our ideas."

Hmmm...

The well-meaning advice I've received from more senior business owners is that I shouldn't be sharing my 'IP'. They figure that intellectual property

(IP) is valuable and you should charge money for it. They believe that inviting competitors into your environment is inviting them to copy or somehow take advantage of your generosity. They figure that promoting competitors to my own audience is commercial suicide.

Now, I can understand where they're coming from, but I think it's an outdated view of the world that won't cut it in today's market. The reason I share information freely is because I like helping people, but it's not completely altruistic. I know that if I'm sharing rather than selling, people are much more likely to listen to me when I do have something to sell.

Consumers today also have stronger advertising filters than ever before, so

adding value by sharing good quality information is the best way to cut through and get them to pay attention to what you have to say.

It also amuses me when trainers talk about protecting their 'IP'. Come on guys, we all know how to do lunges, burpees and push-ups and how to put them together in an effective workout. Your differentiation comes from how you deliver that session to your customers: your ability to coach, motivate and correct technique, how you engage with people and keep them progressing, as well as the kind of experience you provide.

When I invite other trainers into our space, or when I talk positively about competitors through my own social channels, I'm doing it because I want to work in

an industry and be part of a community that's open, friendly and supportive. That's what being part of a community is all about,

and we're stronger working together than working against each other. In sharing our 'secrets' with each other we're helping to lift the bar

for everyone, which only serves to push us all forward. Just as they say you should never speak badly of your competitors because it only

makes you look insecure, I think the opposite is also true. Promoting others is a sure sign to the world that

you're secure about the quality and value of what you provide.

Of course, you always have the right to decide what you feel comfortable sharing and with whom. Keeping some things close to your chest is totally fine and there's no need to expose your entire business strategy, but at the end of the day elevating others and making them feel welcome and supported feels way better than just worrying about number one and putting your walls up.

Giving makes the world go 'round, and the more respected the industry is as a whole, the more respected you will be as an individual operator.

So that's why I'm a sharer...

"I KNOW THAT IF I'M SHARING RATHER THAN SELLING, PEOPLE ARE MUCH MORE LIKELY TO LISTEN TO ME WHEN I DO HAVE SOMETHING TO SELL."

"IN SHARING OUR 'SECRETS' WITH EACH OTHER WE'RE HELPING TO LIFT THE BAR FOR EVERYONE, WHICH ONLY SERVES TO PUSH US ALL FORWARD."



LIBBY BABET

Libby is the founder of two fitness businesses, AGOGA and Bottoms Up! Fitness and is also a presenter and writer, including being the fitness expert for Women's Fitness Magazine. She's just launched her own online fitness program and is about to launch her own range of meat-based protein bars.



WHAT IS THE FUTURE OF FITNESS?



RICHARD BEDDIE

CEO of Exercise New Zealand, and chair of ICREPs (International Confederation of Register for Exercise Professionals), Richard has a background of almost 20 years in club ownership, including two clubs in Christchurch. He is a regular commentator and presenter on global business trends in the exercise industry.

While it's a cliché, the only thing that is constant is change, and this has never been truer of the fitness and exercise industry. When looking forward, there are only two things I am certain about: it will exist and it will have at its hub personal interaction. We already know successful examples of this: personal trainers doing it one-on-one, group exercise instructors with groups, and small group trainers (and their participants) engaging across many levels. Those who do this exceptionally well already know that while 'exercise' may be the activity short-term engagement, long-term retention comes from genuine and meaningful personal interaction.

While we often talk about the industry maturing, we

are still very young, so what the industry will become remains uncertain. As life gets busier and pressures ever greater our industry can, and should, play a pivotal role in improving the health and wellbeing of the public. Finding your niche is essential, even if that niche changes several times over a career.

Technology will play a more significant part in how we interact with our clients and customers. However, privacy considerations will continue to be a key concern for some, so it's far from a one-size-fits-all solution. We need to approach technology as complementary to our offering, not competing.

How the industry will morph and change is less than certain; however, I've never felt more confident of its future.



Photo: Shutterstock.com

LAURETTA STACE

Lauretta Stace is a leading advocate for the Australian health and fitness industry. Since becoming the chief executive officer of Fitness Australia in 2006, Lauretta has embarked upon a systematic and strategic journey to raise the profile of the fitness industry. In doing so, Lauretta has transformed Fitness Australia from a small, fragmented group of industry bodies into a leading national industry association. Lauretta has held leadership roles in both the not-for-profit and private sectors for over 20 years within health-related organisations.



The biggest opportunity for the fitness industry is its role in helping to improve population health, which is about prevention and promotion rather than treatment.

Lifestyle-related chronic diseases are Australia's greatest health challenge and with an ageing population we can expect a higher number of people with these conditions. These challenges must be addressed as a priority through a multi-

sectorial approach. The fitness industry is an integral part of the solution.

Poor diet and a sedentary lifestyle are major contributors to chronic disease, yet according to the Australian Institute of Health and Welfare, in 2011-12:

- Barely two in five adults (43 per cent) were sufficiently active to meet recommended minimum levels for good health;
- Only 30 per cent of children met national physical activity guidelines;

- People exercise increasingly less as they age;
- Only 8 per cent of adults were eating enough vegetables and only 49 per cent were eating enough fruit for optimum nutrition; and
- High-energy, low-nutrition 'treat' foods contributed to 36 per cent of energy intake for adults and 41 per cent for children.

To meet this challenge most effectively, the fitness industry needs a skilled and professional workforce

that is well connected to and working collaboratively with health professionals. It also needs the capacity to deliver a range of services directed at measuring and improving health outcomes and changing the behaviour of individuals at all life stages so that a sustainable and long-term approach to healthy living becomes the norm for the general population, and the rates of inactivity and chronic disease begin to decline.

BRYAN O'ROURKE

Bryan O'Rourke serves as president of the Fitness Industry Technology Council, is CEO of Integer Advisors and CSO of the Flywheel Group and Fitmarc. Bryan is an entrepreneur, consultant, executive and investor with a 30-year track record of success. As a former club owner, Bryan has worked in the health club and fitness industry for 18 years. IHRSA named him one of 13 to watch in 2013. To learn more visit bryankorourke.com.



There will not be one single thing that defines the future of fitness, rather a convergence of several things. Combined, they will revolutionise an industry that will grow by over 300 per cent in the next decade. Of course, the rapid development of technologies will be a major factor, with ubiquitous internet connectivity, wearables and technology enabling instant feedback and monitoring of health 24/7. Digital services in health and fitness will surge and new business

models around digital platforms will create fresh markets and opportunities. Brands and trainers in bricks-and-mortar fitness concepts will create models that both service members and clients in the physical and digital world. Rich content, gamification and artificial intelligence, among other technologies, will take proven behavioural science and provide motivation to change behaviours toward healthier ones. Shifting demographics that include trends like active ageing and the increasing need for youth fitness

services in both developed and emerging countries will result in broader market opportunities. An increasingly wide range of services and business models will emerge and create an array of choices that will meet individuals' health, fitness and wellness needs. Finally, globalism will fuel the spread of health and fitness into new emerging markets creating a golden era of health, fitness and wellness for our industry around the world. The future is bright, indeed.

ANYTIME FITNESS, ORMEAU



to Preva for other members observing their progress. Mike's team also includes Preva in all new member induction sessions, ensuring that members understand its capability and benefits right from the start.

With a huge proportion of club members now utilising the Preva functionality, the club currently has 440 members with Preva personal accounts: 120 of these use their Preva RFID tag for quick sign-in, 500 different goals have been set and over 8,940 workouts have been logged.

"Preva is easy but advanced in what it can do: the easier it is for people to see progress, the more likely they are to get into a routine with their fitness," Mike says. "If they can use the Preva mobile app before they come in, they can see where they are at and what they need to achieve that day, so it's motivation for them to do their workout."

"Preva is the best technologically in its class – it is a great tool for member retention."

Anytime Fitness (AF) at Ormeau has been open for seven months, with over 850 members so far and a split of 43 per cent males and 57 per cent females.

AF Ormeau faced a number of challenges: with limited floor space, streamlined but hardy strength equipment was a must for franchisee, Mike Harrow, when he was planning the club.

"Members love the strength equipment because it is easy to use and appropriate for any member: from those new to weights to experienced body builders," Mike says. "The QR scanners on the equipment are ideal to provide quick and easy instructions if needed."

In addition, he was after something different to his competitors who all seemed to offer the same equipment. Precor's Discovery Line series (plate-loaded and selectorised) provided an ideal solution. The equipment is premium quality and very durable but lacks the bulkiness of others

that Mike and his team considered.

Another challenge that all clubs face is retention. Mike and his team wanted to do something a little different to drive retention and engage with their members shortly after opening the club. What they came up with was to run a 12-week challenge with measures across 10 different scoring components, including calories burned,

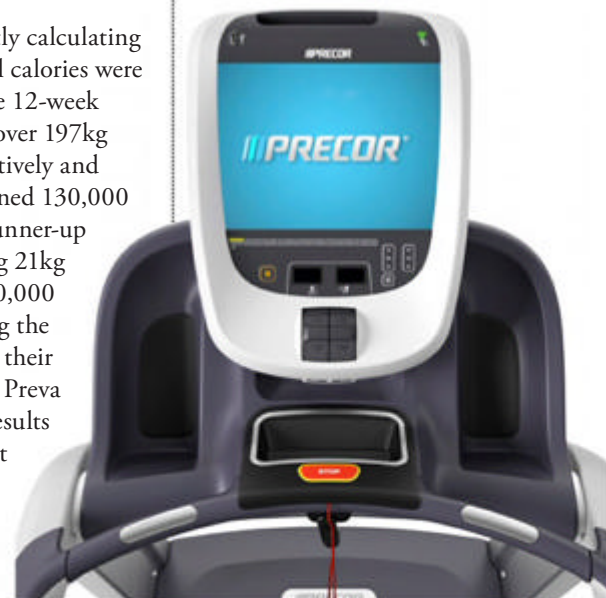
kilograms lost, number of group sessions completed, number of planks/pull-ups performed and so on. They formulated a scoring system and decided to use Preva, Precor's networked fitness solution, to track measures such as calories and kilograms.

"We had always planned to use Preva to track challenge progress as it's just so user-friendly and the challenge was a great way to grow its use," Mike says.

All members who signed up received a free RFID token to use on the Preva cardio equipment, allowing them to log in to their Preva account with a simple swipe of the token. Combined with the Preva smartphone app, it meant contestants could easily track and record their workouts and results.

Results

Mike is currently calculating how many total calories were burned over the 12-week challenge, but over 197kg were lost collectively and the winner burned 130,000 calories. The runner-up lost a staggering 21kg and burned 100,000 calories. Having the contestants use their RFID tags and Preva to track their results provided a great introduction



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GENESIS BENTLEY

Ben Ritchie and Adam Deane gave away their careers as successful chartered accountants almost 10 years ago to pursue their own business interests. The fitness industry provided the environment they were seeking. Since purchasing an existing business they have grown their membership base six-fold. Not afraid to have a go, they continue to grow and improve the member experience.

Ben spent four years as a director of Fitness Australia and has been supportive of the growth of the fitness industry in Western Australia. They became Genesis franchisees in 2011 and hold the Western Australia Master Franchise.

Ben discusses gym innovation, equipment and technology with *Fitness PRO Magazine*.



Images provided by Genesis Bentley



Why did you zone the club?

The club has been zoned to provide members with different training interests with a space in which they feel comfortable exercising. The club has been designed so that beginners can find safe environments within 10 metres of entering the club. As you move through the club the exercise zones become more advanced and geared towards those who feel more confident in a fitness centre.

Every type of member has been considered in the club design, and each zone has a 'wow' factor in it. The aim is to make the member feel special and stay engaged in their exercise. We want the 'wow' factors to be the talking points, for instance, "My fitness club is the one with the awesome cycle studio!" It provides a sense of pride.

What sets your club apart?

There are a number of features. Most 24/7 clubs are small, and first-time visitors are often shocked at the sheer size (2,400m²) of our club and the fact

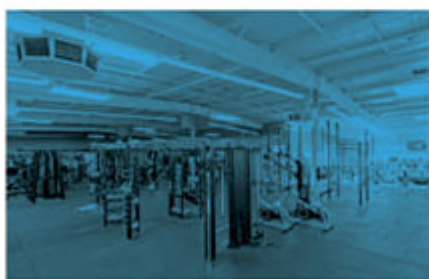
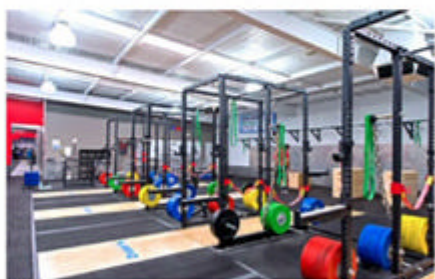
that everything is available at all hours. Our Olympic lifting and functional fitness zone is over 600m² and contains all the toys an experienced exerciser could ask for. The cycle studio is tiered, and the lighting controls coupled with the Virtual Fitness and MyZone allow for flexibility and an awesome cycling experience. Our weights area is a maze of equipment, just the way the guys like it. The cardio zone is simple with a focus on a light fresh feeling, while the

circuit area is private and interesting. In the Group Fitness Room the customised flooring, latest equipment, awesome sound and reverse lighting are some of the features that enhance the member experience. At the end of the workout, the change rooms have all the extras and are grout-free to make cleanliness easy and reduce ongoing maintenance. The club is stacked with technology behind the scenes, including 24/7 systems, MyZone, advanced audio visual systems, and automation of most electrical items so they can be managed remotely.

What are key factors in your club to members' integration and / or engagement?

Staff training. We know that the simple act of interacting with our members delivers a tangible improvement in our retention. We record and measure all interactions and coach our teams, both in a group and one-on-one, to improve their communication with members.

"CURRENTLY WE ARE HEAVILY INVESTING IN DEVELOPING INNOVATIVE, NON-DUPLICABLE SYSTEMS WHICH REQUIRE OUR UNIQUE CULTURE TO EXECUTE PROPERLY."



Why did you select the specific equipment brands?

We have a long-term relationship with The Fitness Generation, with a focus on Nautilus for our strength equipment, and True for our cardio equipment. True is a relatively new brand for us; however, at our other clubs we have found after three years of heavy use they have barely skipped a beat. As a result we believe that we will be able to achieve a five-year lifespan on them which is a huge advantage in such a capital-intensive business. We also worked with Aussie

Strength to provide our rigs and functional equipment. Their service and support has been excellent. Due to the equipment variety we have used a number of specific suppliers for other functional equipment and virtual classes.

What have you learnt from this new club development?

Since opening the club we have been well reviewed by the fitness industry and the fitness enthusiasts of Perth. We love receiving feedback as we consider it a gift to improve our clubs for the future. The challenge we


have found is that already we have a number of fitness centre operators trying to copy what we have introduced. This is a part of what is traditionally an industry of copying the competitors. We have all done it and I am sure it will continue for years to come. What it has made us acutely aware of is increasing our focus on developing competitive advantages that are intangible and more difficult to duplicate. Currently we are heavily investing in developing innovative, non-duplicable systems which require our

unique culture to execute properly.

We also have a few more club design, layout and equipment selection innovation ideas we would look to include in our future clubs. We like to be on the leading edge, not the bleeding edge!

The future of the fitness industry is bright, and while the competition has increased significantly, we believe that well-run fitness businesses will continue to thrive. We are confident that we have positioned ourselves on a clear path of strong growth for many years to come.

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24/7 SUCCESS

In 2007, Brendon Levenson and now-wife Cristy opened up the first Jetts Fitness club on the Gold Coast. Eight years later, the no lock-in contracts, 24/7 gym franchise has more than 250 clubs across Australia, New Zealand and the Netherlands. *Fitness PRO* spoke to Levenson about his inspirations, team members, business challenges and future plans.

What attracted you to the fitness industry?

I didn't actually know you could make a career out of the fitness industry until I was 21. I was studying a business and accounting degree at uni and wasn't really enjoying it, so I dropped out and tried to start a few businesses. They didn't work out and I was flicking through the local paper looking for a job when I found an ad for a fitness course at the local TAFE. I phoned the number and after speaking with the course director I enrolled on the spot. I knew after day one that I had discovered a real passion – sport and fitness were always a big part of my life and getting paid to help others just felt like the ultimate way of making a living.

What was your first job/role?

I picked up some gym floor and reception work at the end of my studies. It was only three hours per week and I had to drive 30 minutes each way for the job, but the practical experience was well and truly worth the effort. The club was run by a husband and wife team in a small country town with around 6,000 people.



The club only had around 200 members, and it was there I really learnt first-hand how important it is to look after each and every person, and the value of great customer service. From there I moved into personal training and started working under Mark McKean at his club in Mooloolaba on the Sunshine Coast. Mark and the other trainers at the studio were the best in the business back then and it was a great foundation to learn what it takes to be a successful trainer.

Is there a role model who inspires you within the industry? What is it about them that inspires you?

I have learnt a lot from many people in the industry, but my TAFE teacher Mike Phillips had the biggest impact on my personal development. He was this guy who just oozed passion and really practised what he preached, by far the best teacher I have ever come across. We used to call him the 'Guru', and despite having a big impact on many

people he was such a humble man. That characteristic really stuck as something I wanted to mirror in my own career and life in general. Apart from Mike I really enjoy meeting or reading about people who have built successful businesses in the industry – large or small. It takes guts to have a go and the business of fitness, while full of opportunity, is a tough business to get right.

What are some of your hobbies outside fitness?

Growing up on the Sunshine Coast I have been spoilt with some great beaches and I am always looking for an excuse to get out in the water. Another passion I have recently discovered is golf – or more specifically trying to beat my mates at golf. For now I am on the wrong side of the winning ledger but I am hoping that will change in the New Year. My wife Cristy, our three kids and our family are all really close, and we love travelling during the year and simply spending time together. Most

of what we like to do is outdoors, so sport and fitness is simply a big part of our lives each day. I also do some mentoring for young entrepreneurs who are building businesses that I believe in. I was fortunate to have some help when building Jetts and I believe it is important to pass on your experience where you can.

What gets you motivated to get out of bed in the morning?

Right now we have a 12-week-old boy who gives us pretty good motivation to get out of bed bright and early each day! With work, I simply love helping to create products and services that have a real impact on people's lives. I have always had this hunger to keep growing and building things that have the potential to be life-changing for people. Jetts is obviously a big part of that, and our mission is to simply inspire people to live a better life. Every new customer, new business owner or team member who joins us allows us to keep our

WHAT ARE THE THREE KEY ATTRIBUTES YOU LOOK FOR WHEN SELECTING NEW TEAM MEMBERS?

I always ask myself three simple questions when looking for new team members.

1. CAN THEY DO THE JOB? You have to find people who can not only deliver on the role, but have the potential to add extra value over and above what you initially need. We are a big business now but still a young business, so we really look for people who have 'been there, done that' experience who can not only do what needs to be done now, but really elevate us to the next level.

2. DO THEY WANT TO DO THE JOB? People have to be looking for more than just a pay cheque – they have to truly believe in your mission and want to be a part of what you are creating. When your team truly cares about your business then

you get this level of commitment that when combined with a strong team and great values, allow you to achieve some pretty amazing things.

3. DO YOU WANT THEM TO DO THE JOB? Quite simply, you have to like the people you are working with. You want to choose people who fit with the culture and the values of your team, regardless of their expertise or previous experience. Our people enjoy not only working but socialising together, and that is a dynamic that creates a really great work environment, so we are careful to not upset that by bringing in people who we don't get along with.

mission alive and well, and that is a truly valuable experience to be a part of.

What is the biggest challenge you face in your business right now?

Despite the increased competition in the 24/7 sector our biggest challenge is still simply getting the basics right across our whole business. We have set a very high benchmark with our operational standards and our challenge is getting all of our 1,000+ team members on the same page to be able to execute effectively. Our CEO Martin Oliver and our GM of Australia Elaine Jobson have worked exceptionally hard with our team to create a vision for our network that will really set us apart from the rest of the market. The challenge is in the consistent execution across each and every part of our business and that is our focus over the next three years.

What do you believe are the three most positive changes in this industry over the last five years?

The most positive change has been the

shift toward more specific, customer-centric offers. Historically, the industry was focused on creating big boxes that try to be everything to everyone, and as a result really didn't create outstanding value for the majority of its customers. The shift toward smaller, niche facilities that cater more specifically to the community has been a big benefit to the industry, creating many opportunities for not only the customer,

"I have always had this hunger to keep growing and building things that have the potential to be life-changing for people."

but for business owners and industry professionals.

Second to that has been the influx of new business opportunities through franchising. Whether it be through a personal training franchise, functional fitness studios or 24/7 clubs, the more capital the industry can attract the better. More investment fuels innovation and expansion of our industry and ultimately provides the market with more opportunity, increasing penetration rates and driving higher participation levels across the country.

Thirdly has been the application of technology to health and fitness. This has, and will continue, to create significant opportunities for customers, entrepreneurs and the market as a whole as the physical world of fitness converges with the digital. It is still very early in the innovation phase and every business and fitness professional should be watching this closely and building their business model around technology or they risk getting left behind very quickly.

What is the one thing you see most gym owners get wrong?

Personally I think a lot of owners don't think deep enough about their club's value proposition. For example, an operator who prides themselves on great customer service but still demands people sign up for 12-month contracts and makes them near impossible to get out of – that simple philosophy is as an antagonistic proposition that flies in the face of what they say they are trying to stand for. It is confusing and very difficult to build a brand and a culture. Our market has moved very quickly over the past 20 years and a lot of operators seem to be led by competition and react quickly to competitive offers without really thinking about how it might affect their own proposition. It is really important to know your value points and understand what segment of the market you are in, and then double down on what you do best as opposed to shifting your proposition constantly.

CONTINUED ON NEXT PAGE ➔

What one thing in your business do you want to grow right now? Why?

I want to see our technology department keep expanding and work on leading the market with technology applications. It is a big part of the future of the market and our business.

What one thing in your business do you protect the most? Why?

Our brand. We work hard to keep the consistency in our offer and our brand proposition so that our customers know what to expect from each and every club. It is a constant work in progress and a challenge at times given the scale of our business; however, I believe we have done a good job to date. You can never put too much focus on protecting your brand's reputation.

What are some of the major obstacles the industry faces in the near future?

One thing we are constantly up against is the food industry – whether it is fast food or the poor quality of product that lines the shelves of our most common supermarkets. The fitness industry is primarily about movement and while we all know and preach the importance of diet, our core focus remains on getting people moving consistently and in the right way, and that is a big challenge in itself. As fitness businesses we still get thrown into a big bucket of health, fitness and wellness, and there are simply so many factors relating to food that are out of our control.

What future do you see for the 24-hour operators?

I really can't see any new offer on the horizon that can have a serious impact on the 24/7 sector as a whole. Overall I believe the future is good for operators; however, we are heading into

the maturation phase where the poorer operators will start to do it tough. There have been lots of people jump on the 24/7 bandwagon and with good reason; however, it seems some have rushed and the legacy of these decisions such as poor site selection or brand choice can be tough to get over.

With the major brands, there can only really be two players who dominate the market. We currently have five to six groups vying for those positions and some will simply fail, or be consolidated. The 24/7 segment, which has very much been growth-led to date is now all about operational excellence. There are chains that have proven they can grow quickly, including Jetts, and the next three years will show who has focused on good execution of that growth versus simply racing for market share. The chains that have the right scale of income and the foundations to support a large network will end up coming out on top.

IF YOU HAD YOUR TIME AGAIN, WHAT TWO THINGS WOULD YOU DIFFERENTLY?

1. I WOULD CLEARLY DEFINE OUR VALUES FROM DAY ONE.

We had strong values with Jetts from the start; however, we never focused on clearly communicating them in everything we did. As a founder I just assumed they would spread naturally. With a small team this does happen, but as you grow, and in our case to over 1,000 team members now, you have to clearly articulate your values and build them into everything you do.

2. I WOULD LISTEN TO MY WIFE MORE. In hindsight she is typically always right.

Over the last 15 years, the industry has grown into a mature market. Where do you see the opportunities for the industry over the next 5 years?

I really think the industry has some amazing opportunities now and in the future. The small and big box gym space still has opportunities but they are certainly less than previous years. Niche, personalised offers such as group training still have some opportunities to grow. Those who bring technology to the mix will be giving customers a more engaging experience, particularly as the quantified-self movement continues to gain traction and people start not only valuing but demanding the micro level access that data tools like wearables and apps bring.

What do you need to focus on over the next few years to become the leader in your sector?

Our business is all about execution. Whether it is growth or operations, our strategy over the next three years is simply built around executing the basics well. Our focus has always been on quality over quantity, and this is a foundation that over time will keep us as a leading operator in our space.

How do you see your life looking in 20 years? What will you be doing?

Hopefully more of what I am doing now – keeping active with some surfing, golf, sport and spending time with my family. I love helping to build businesses that have a real impact on people, particularly in health and fitness, so there is no doubt I will still be working hard to solve problems and build brands in the industry. Where will Jetts be in 20 years? I don't know for sure, but as long as we keep looking after our customers, we will be in a good place.

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THE 'FUN' FACTOR



Valuable tips on how to make exercise entertaining and addictive

By Liane Cassavoy

There's a nasty little secret in our industry, and it has nothing to do with pricing, or contracts, or trainer certifications, or the cleanliness of your club.

The secret: most people don't enjoy exercising. In fact, many of them actually dislike working out. That's the naked, unvarnished truth.

Fortunately, there is a solution: making exercise fun and entertaining.

Turning club-based physical activity into something that's engaging and enjoyable will keep members coming through your doors over and over again. That's good for them – and it's good for you.

We know that's true, in theory, but how can you make exercise

and entertainment synonymous in reality? For suggestions, CBI interviewed six industry thought leaders to get their take on how to achieve that golden goal – with and without the use of technology. Here's what they had to say.



Phillip Mills, President, Les Mills International

Phillip Mills agrees that the entertainment factor is incredibly important.

“Most people are attracted to exercise because they're after results, but they need more to take their engagement to the next

level,” says Mills. “We want them to fall in love with fitness, so they'll want to work out. Exercise that's social, entertaining, and fun will accomplish that – it's addictive. People forget about the effort involved, enjoy themselves, are inspired to achieve more – and keep coming back.”

Mills suggests that clubs have a wide variety of options to choose from. “We're talking about motivating people, so top music, rock-star instructors, great programming and choreography, crowd energy – those are all effective. But if you're looking for one thing to do, I'd say build bigger studios, 400 to 1,000 square metres. This will enable you to hire the best teachers and run huge classes, with 100 to 300 participants every day.

Nightclub Series
class from Zumba

"While the large-studio model is still uncommon, wherever we see it around the world, it works incredibly well. You should also focus on cool programming, such as HIIT classes; today, the dominant group exercise (GX) market is the Gen Y/Millennial one."

What about technology?

"For weight rooms and cardio centres, I love big-screen mosaics, featuring music videos with the audio played throughout the gym, and some exciting sports; we recommended a music-to-sports ratio of three-to-one. Save the news and soaps for the personal cardio screens."

"For GX studios, our IMMERSIVE FITNESS video programming is the future," he contends. "By combining technology with exercise, we've blurred the lines between entertainment and workouts. For inspiration, we studied the immersive tents used at music festivals and the innovative video employed, for instance, at Beyoncé or Kanye West concerts. The movement and music of our exercise classes are now synchronised with a video-content screen in a purpose-built studio. We've successfully integrated technology, exercise education, and creative design."



Harley Pasternak, fitness guru, celebrity trainer, and best-selling author

The key to making exercise more entertaining? The Netflix effect, says Harley Pasternak.

"Exercise – especially cardio – can be boring because it's often repetitive and uneventful. Time moves slowly, and we think about all of the things we'd rather be doing. Entertainment makes

workouts go by faster," he explains. "If you're watching a captivating television show, you're distracted, and the time flies by."

That's how technology can be useful, he continues. "If you get hooked on a series, and only watch it when you're exercising, you'll look forward to your time on the treadmill instead of dreading it."

And the technology doesn't have to be a screen on the wall or a console on the equipment. Wearable devices can prove entertaining, too. "Using a Fitbit activity monitor adds another dimension to exercise, diverting our attention by showing us how much we've moved."

Clubs and trainers who don't want to rely on technology to enliven a workout should consider a change of scenery, he says. "I think any new atmosphere can be great. Just changing what you're looking at can make all the difference. For me, I love being outside. Whether you're enjoying the scenery in a park or people-watching in a city, it gives your brain something to distract itself with. And, of course, music can really perk up a workout, increasing energy and intensity."

Finally, don't overlook the power of a friendly competition. "My favourite kind of cardio is playing basketball with my buddies. We have a half-court at our gym, and I get caught up in the competition and fun, and forget how hard I'm working."



Alberto Perez, CEO, Zumba Fitness, LLC

Zumba, of course, is known for making exercise fun.

"There's a reason the Zumba program

caught on with 15 million people – it's exercise in disguise," explains Alberto Perez. "If you're enjoying what you're doing, and you experience the emotional and physical effects, then there's no feeling of dread; it's actually something you want to do – not something you have to do. This will get the average person off the couch, and help them to become active and healthy."

However, Zumba's success didn't arise out of the program's fun choreography alone, he adds. It's the group approach that keeps people coming back. "The class setting creates a sense of comfort and community, allowing people to open up more, and enjoy the support of their fellow students. It's also a place where they can meet new friends."

Perez firmly believes that you don't have to rely on technology to make exercise fun. "At Zumba, we've learned that less is better. You don't need distractions to enjoy your workout in one of our classes."

However, the right music and lighting are essential, he cautions. "Music is the key to an amazing workout – that's clearly obvious in a Zumba class. Our new media campaign, 'Let It Move You,' addresses this factor directly. The music takes over your body and mind, and allows you to break free and live in the moment – that's the effect that music and dance can have."

And if it feels like a party, all the better. "We like to create a party-like atmosphere, from the sound system to the lights," says Perez. "In my studio, I have a light-up stage that adds a nightclub element to the experience – because, at the end of the day, a workout should be an experience that sticks with you long after the class has ended."



Bryan O'Rourke, chief executive, Integerus, LLC; president, Fitness Industry Technology Council

As the president of the Fitness Industry Technology Council (FITC), Bryan O'Rourke spends much of his time thinking about the future of fitness. More often than not, that involves technology. But no matter how much technology you have in your club, you have to remember this: "People want what is fun and social. This is driven by groups, music, motivation, and ambience," he says. "You need great music and great, motivating instructors to keep things entertaining."

The desire to connect with instructors on a more personal level, as well as to work out with like-minded people, is one of the factors driving growth in the boutique studio market, O'Rourke points out. These smaller facilities offer an atmosphere that many members enjoy more than those of bigger facilities, though larger, multipurpose clubs remain popular, too. And, great instructors and great music are central to making exercise fun, no matter where you work out.

When it comes to technology that can make exercise more entertaining, options abound, and many more are on the way, reports O'Rourke. "There are so many possibilities, some of them making use of artificial intelligence and interactive equipment. The morphing of the digital and physical space is key to the engagement and entertainment trend."

Also coming soon, thanks to falling prices for screens and virtual reality: fully immersive experiences, such as Les Mills' IMMERSIVE FITNESS programming.



Brent Darden, principal, Brent Darden Consulting; former chairperson, IHRSA's board of directors

Making exercise fun isn't just an intriguing idea, observes Brent Darden. It could also be the key to the industry's future.

"People often view physical activity as fun when they're participating in sports or recreational activities. They're getting exercise, but they don't pursue those activities specifically for exercise," he explains. "But, too often, when people say, 'I need to exercise,' they don't associate that with having fun. Finding more ways to make it entertaining and enjoyable will benefit those individuals, our industry, and society as a whole."

One of the best ways to make exercise fun is to create a community around it, says Darden. "It's been well documented that, if we can get people engaged in a community around exercise, they're more likely to stick with it longer. If someone joins with a partner, it makes a big difference; and small or large groups are even better. Exercising alone is boring. Other people make it more entertaining."

However, Darden says, the instructor makes a class. "An instructor who's creative and knowledgeable and chooses great music will provide an overall experience that's fun. The instructor also must make it interactive, get to know all of the participants, and be helpful and facilitating during the class. That helps members build a support system that comes from working out regularly with the same people."

When it comes to technology, Darden advises customising things whenever possible. "What one person may find entertaining, the next person may have

no use for. Someone wants to watch ESPN, while someone else wants to download music and movies. The key is letting people access what entertains them personally."



Donna Cyrus, senior vice president of programming, Crunch Fitness

Sure, there are some people who'd be content to exercise all day, every day. But, for the rest of the world, one of the keys to making exercise fun is making the time go by – fast. In a group class, there are several ways you can help make that happen, suggests Donna Cyrus, starting with the instructor. "If the instructor is engaging, the time will fly by," she promises.

You also should consider the look and feel of the room, she says. "The environment in the room, especially the lighting, can play a huge role in creating the feel of the class. Low and soft colour lighting is great for classes such as yoga or mind/body. And don't be afraid to use theatrical lighting; dance comes to life with, for example, brightly coloured lighting or even disco balls. Choose the lighting based on the activity."

And while technology shouldn't be the be-all/end-all when it comes to making fitness fun, it can prove useful in keeping members motivated and engaged. "TV screens and virtual reality systems all play a part in adding to the environment. Technology systems for indoor cycling programs increase engagement of the participant, especially those that allow them to track their improvement, and compete with other members of the class. These kinds of systems," she concludes, "can keep them coming back more regularly."

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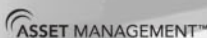
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BELIEVE//BETTER

MATRIX

ACTIVE FROM A TO Z IS A HIT!

IHRSA'S FIRST CHILDREN'S BOOK WINS OVER CHILDREN ... AND CLUB OPERATORS

By Patricia Amend

New research has once again emphasised the importance of encouraging children's natural tendency to be almost constantly on the move.

Unfortunately due to modern technology, lifestyle habits and our fast-paced lives, children are becoming more and more inactive. In 2011-12 it was reported 25.7 per cent of Australian children aged between five and 17 were overweight or obese. If this trend continues, it is predicted that number will rise to around one third of all children. According to the Australian Government Department of Health, children between the ages of five and 17 should do at least an hour of moderate- to vigorous-intensity physical activity every day, including activities to strengthen their bones and muscle three days a week. It is also recommended to limit electronic media for

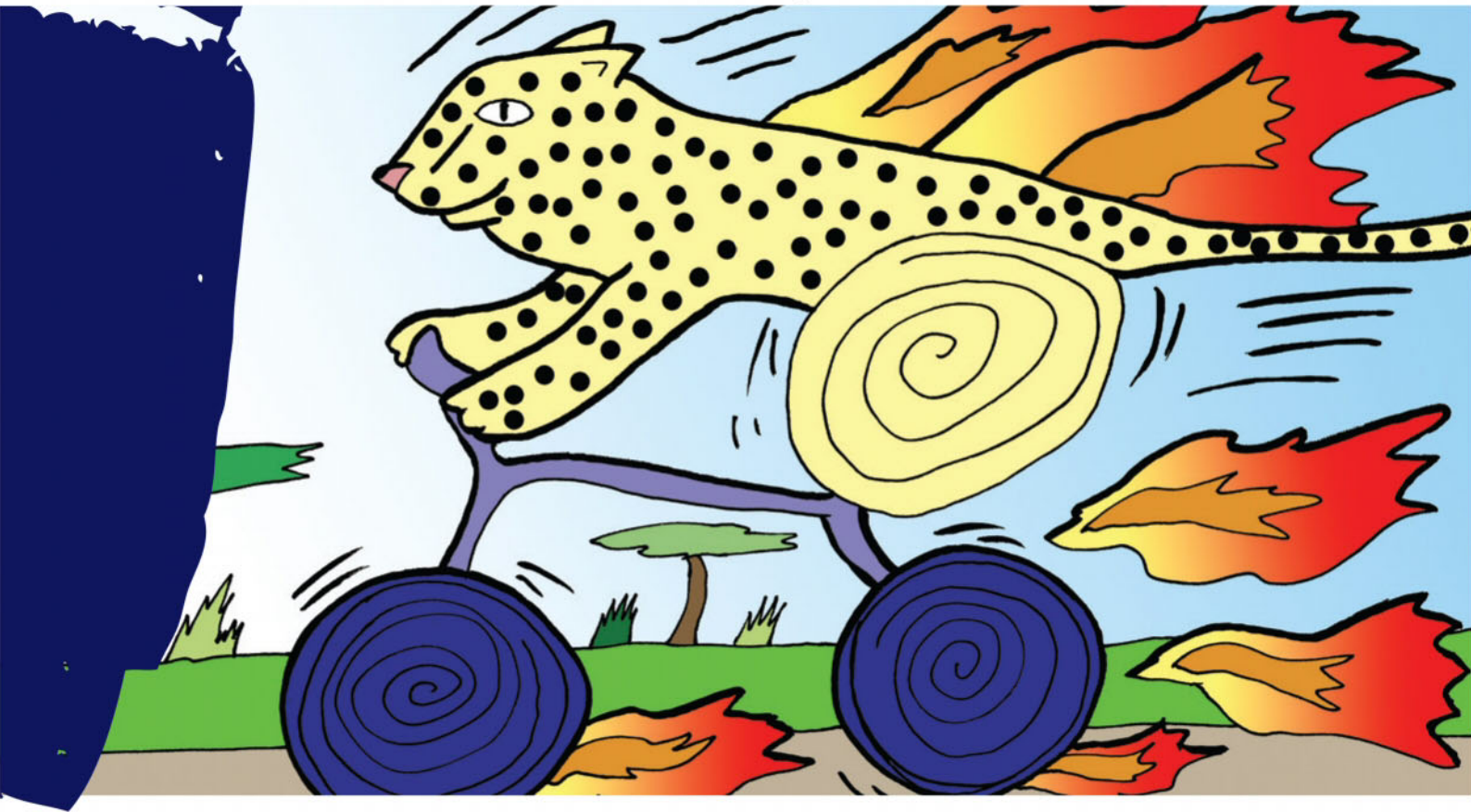
entertainment to a maximum of two hours per day.

The need for positive interventions, the reports concur, has now become urgent.

One way to keep kids trucking is to teach them that fitness activities can be fun.

That's the idea behind *Active from A to Z*, a children's book conceived of and written by Jay Ablondi, IHRSA's executive vice president of global products, and published by the association.

To inspire kids to exercise, Ablondi wrote 26 rhymes about animals on the go – one for each letter of the alphabet – that incorporate fun facts about fitness. Parents can now read to their offspring about frogs playing Frisbee, unicorns riding unicycles, and elephants enjoying ellipticals. Older youngsters can sharpen their skills by reading the book themselves.



In both cases, the kids will likely be inspired to get out and play.

As with any other book, *Active from A to Z* involved a creative collaboration. The lively illustrations were contributed by Stan Tran, IHRSA's management systems administrator, who also draws "Out of Shape," a monthly cartoon appearing in CBI. Jim Schmaltz, the editor of IHRSA's Get Active! consumer magazine, and Samantha Cuozzo, who helps design CBI, also worked on the project.

CLUBS PROS' KUDOS

The reaction since the book was published in May?

IHRSA members of all kinds are already putting the entertaining 56-page tome to good use.

"I was really excited when Jay shared *Active from A to Z* with me," says Allison Flatley, the chief operating officer (COO) of Corporate Fitness Works, based in Falls Church, Virginia, and a member of IHRSA's board of directors. "One of our company's action items for the fourth quarter of this year was to choose the baby gift we'd be giving to the new parents among our clients and staff in 2015. When I read the book, I loved it immediately. It's perfect! It fits our corporate tagline, 'Move Everybody.'"

Flatley says her company has also donated copies of the book to Timber Lane, a local elementary school, where it's been a hit. "Both the librarian and the physical education teachers have said they're going to incorporate it into their curricula. Not only that, but *Active from A to Z* was the lead story on Timber Lane Elementary TV for a week in June."

Sally Goldman is also sold on the book.

As the co-owner of the Weymouth Club in Weymouth, Massachusetts, a 18,500-square-metre multipurpose facility, she's conducted kids' camps for more than 25 years. She herself is also the author of a children's book, *Lizzy the Lucky*



Sally
Goldman
with Lizzy



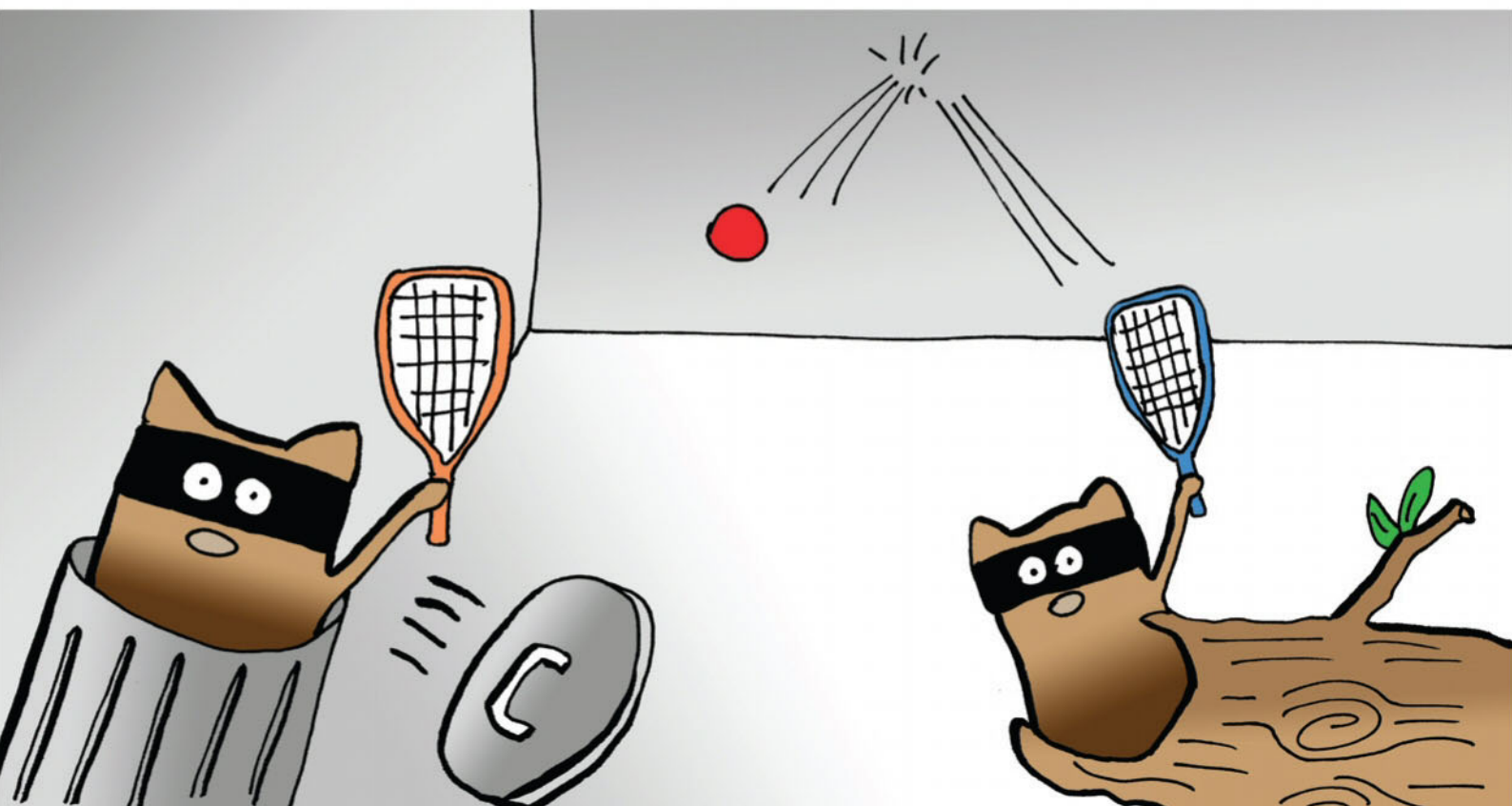
COO Allison Flatley



Jay Ablondi



Stan Tran



“I’VE READ IHRSA’S NEW CHILDREN’S BOOK, *ACTIVE FROM A TO Z*, AND IT’S FABULOUS AND FANTASTIC. I LIKED IT SO MUCH THAT I USED IT IN MY SUMMER CAMP THIS YEAR.”



Jaguars are big, wild cats with claws and sharp teeth.

To **Jump Rope** you must hop before the rope hits your feet.

Lab, the story of the bond between dogs and their owners, which stresses that a healthy lifestyle at an early age can have a positive effect on a child’s future.

“I’ve read IHRSA’s new children’s book, *Active from A to Z*, and it’s fabulous and fantastic,” she enthuses. “I liked it so much that I used it in my summer camp this year.”

DAD KNOWS BEST

How did *A to Z* come about? The book has a rather interesting and ‘organic’ origin.

It resulted from a brainstorm that Ablondi had while reading to his daughter Elle, who will turn four next month. He was struck by the fact that, while there are many alphabet books for kids, few broach the topic of exercise ... That reminded him of an idea for a children’s book that he’d had five years earlier and had begun working on with Tran – an idea that was eventually put on hold.

But that was before Elle, Ablondi’s first child, was born.

Ablondi went back to Tran, and the two resumed work.



“I’M PLEASED THAT THE BOOK UTILISES THE POWER OF IHRSA TO RAISE A SUBJECT THAT REALLY NEEDS MORE FOCUS IN OUR COUNTRY, ESPECIALLY AMONG KIDS”

This venture into children’s book publishing was also a logical step for IHRSA, since one of the association’s major goals is to offer solutions for the current obesity epidemic, explains Joe Moore, the group’s president and CEO. “The board of directors has accepted the challenge of working to increase the level of physical activity worldwide, and *Active from A to Z* is just one of many initiatives, going forward, that will

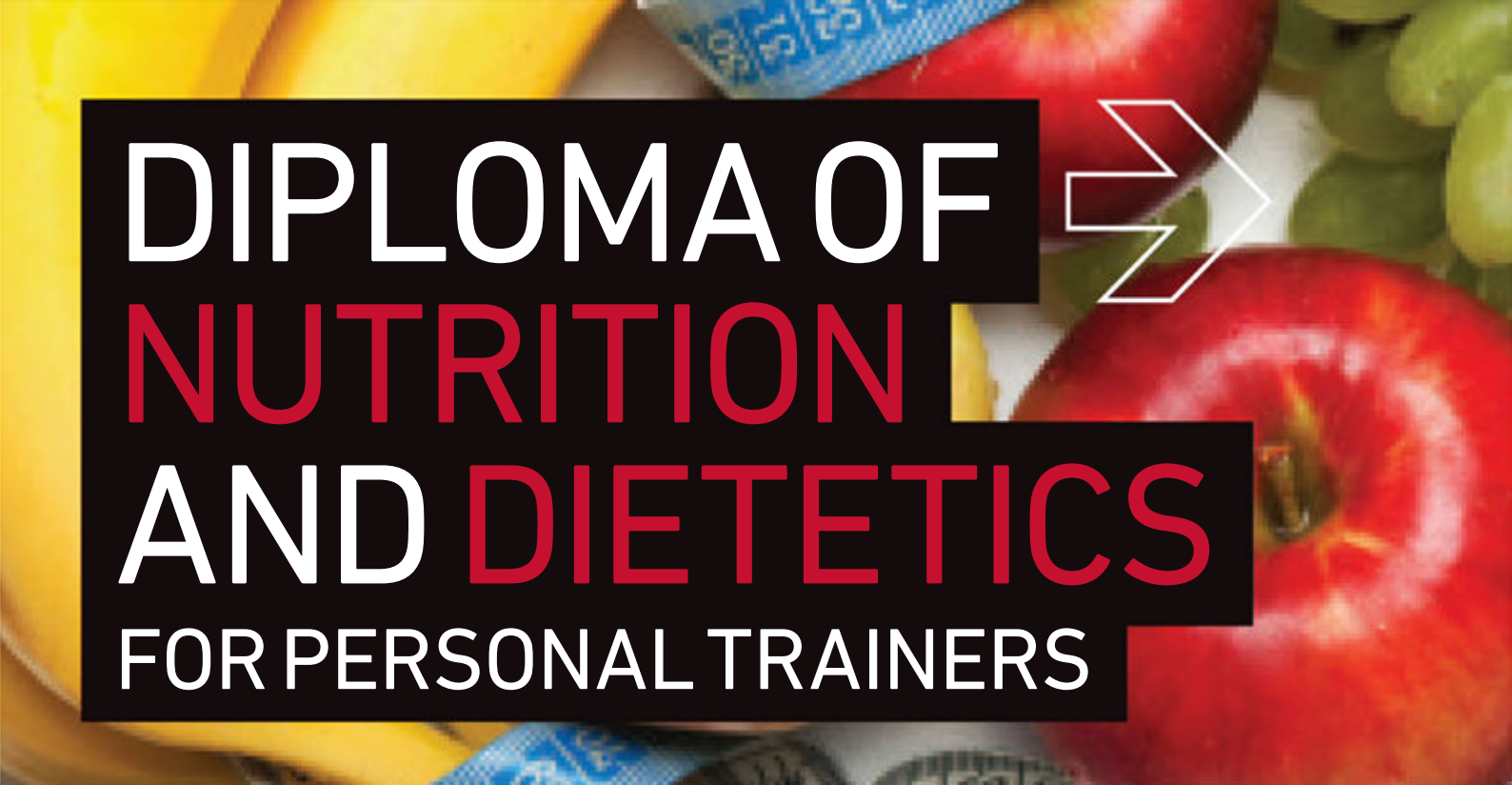
support this effort,” he points out. “Our new #WhyGetActive campaign, which asks people to post their reasons for being physically active on social media sites, is another.”

Lenny Snyderman, the president of Helix Co., the Boston-based equipment manufacturer that sponsored the book’s publication, is thrilled with the interest it’s generated so far. “I’m pleased that

the book utilises the power of IHRSA to raise a subject that really needs more focus in our country, especially among kids,” he says.

To purchase *Active from A to Z* for your club or your children, visit ihrsa.org/active-a-to-z, or log on to amazon.com.

– Patricia Amend, p.amend@fit-etc.com



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- Identifying nutritional deficiencies
- Address appropriate cultural and lifestyle factors
- Basic communication and counselling techniques for working with clients to achieve change in dietary habits
- Working with other health professionals in relation to nutritional outcomes in fitness clients.



RETENTION OR ATTRITION

Photo: Shutterstock.com

Retention and attrition are important factors to ensure you thrive in your business ventures, but do you know how to measure them for optimal success?

By Paul Bedford

Despite much talk about its importance, we still have no accepted definition or standardised measure of retention, even though statistical methods exist.

At present, most health clubs use the following formula to calculate attrition: the number of membership cancellations per month divided by the number of sales per month. For example, if 20 members cancelled in a month and 100 joined, the attrition rate would be 20 per cent. The 12-month attrition rate is calculated by averaging these rates over a year.

If two clubs report the same attrition rate it would seem reasonable to assume that they were performing equally. However, because the existing model provides no information on the length of each individual's membership, it is entirely possible for two clubs to have identical

12-month attrition rates and perform very differently (because the average length of stay differs). Similarly, using the existing method, an 80 per cent retention rate does not mean that 80 per cent of the members stay at least 12 months. It simply shows that in a 12-month period there were 20 per cent more sales than there were members who quit.

In the US, annual attrition is calculated by dividing the total cancellations in a 12-month period by the average number of 'live' members in the same 12-month period. Although it is referred to as an 'annual attrition rate' it does not mean, for example, that 50 per cent of members quit within a year. It simply means that the number of members who quit within a 12-month period, expressed as a percentage of the average number of 'live' members in the same period, is 50 per cent.

Limitations

Beyond telling the sales team each month how many new members they need to get to replace the ones who have dropped out, both of these methods of calculating attrition have limitations in terms of managing the retention and business side of a club.

Survival Analysis

This approach to measurement is used in the health sector for calculating time between events: waiting times, time until a complication occurs or survival time following treatment. This powerful tool can be used for measuring any time-to-event where there is a start date, an event date (such as cancellation date), a follow-up date and a measure of

whether the event (like a membership cancellation) has occurred or not.

Retention Rate

The definition of the retention rate would be: 'the proportion of members who remain a member for any predetermined time period e.g. three months, six months, 12 months etc.'

This can be reported graphically as shown in Figure 1. The horizontal axis on this graph shows the number of weeks since joining, with 0 being the start of a membership. The vertical axis shows the proportion of members who survive and do not cancel. The shape of the graph is as important as the proportion still paying at 52 weeks. Figure 1 shows that Club A and Club B have the same annual retention rate yet

Club A clearly retains more members for longer and therefore makes more income from membership dues. If the graph is repeated for different time intervals, say years of opening, the curve may change. If, for example, the early part of the curve is flatter, then early retention has improved. Even if the proportion of people surviving at 52 weeks is the same (as in the example), it still means that more members are staying for longer before cancelling and therefore paying more in monthly dues. It is the area under the curve that is a driver of club revenues, and it is the area under the curve which clubs should aim to maximise. For companies with more than one club, a plot can be made for each club allowing for between-club comparisons.

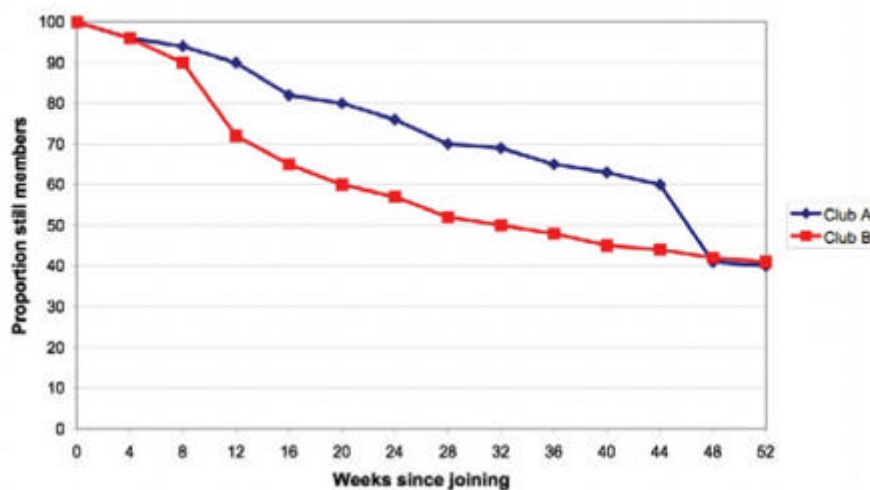


Figure 1

Club A and Club B retention rates in four-week intervals for 0 to 52 weeks of follow-up.

Attrition Rate

My definition of the attrition rate is the number of membership cancellations per 1,000 members per month.

This measure is sometimes referred to as the 'churn rate'. The churn rate gives an indication of the turnover of members. It can help to guide sales teams as it tells you how many members per 1,000 are being lost each month and, therefore, how many need replacing in order to maintain the membership base. It can also be used to benchmark clubs against each other to enable learning and improvement to take place. Compare the clubs in Figure 2. Assuming they all started the year with 1,000 members, Club C needs to recruit at a rate of 46 new members a month to maintain its base compared to Club B which only needs to recruit 37. This also shows how closely linked sales and attrition are.

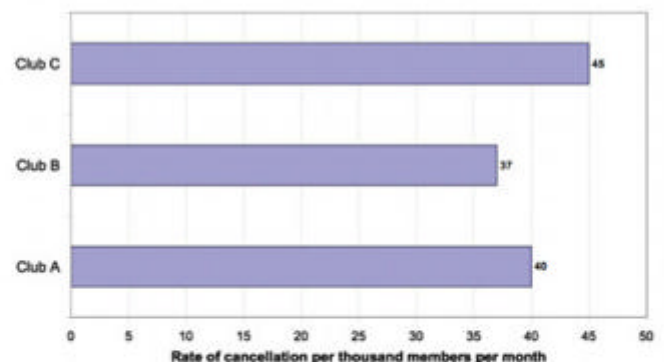


Figure 2

Company X's attrition per thousand members per month

Membership Duration

The definition of membership duration is the average length of membership or the life span of a membership.

The final measure of retention, membership duration is calculated using the data from survival analysis and it represents the average length of membership before a member cancels. The 'average' reported is actually the median value; the exact middle value of the range of membership durations. So

for example, if the median membership duration was 48 weeks, then half the members stay less than this and half stay longer.

This is a particularly useful measure as it can be used to help calculate an average income per member from membership dues, thus allowing revenue projections to be made. It can also be used to measure changes in retention. Imagine, for instance, how much extra income would be received if all new members paid an extra month before leaving.



Photo: Shutterstock.com

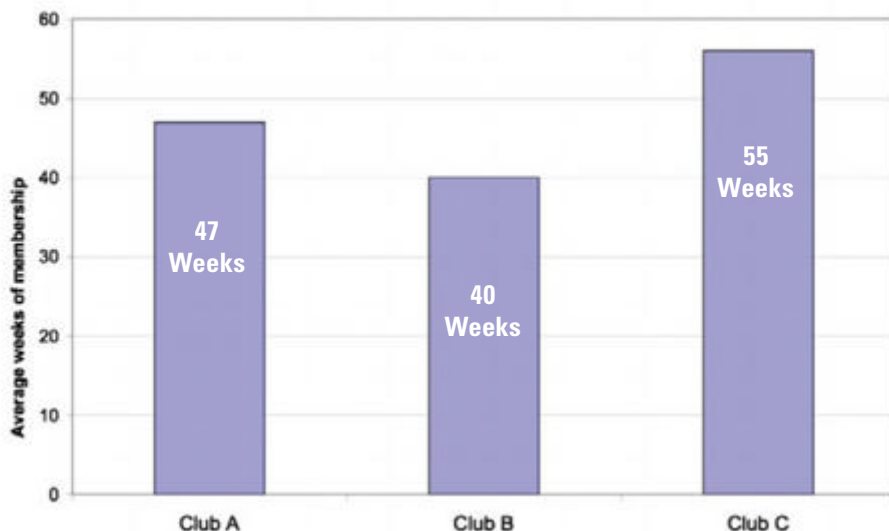


Figure 3

Company X's average length of membership (in weeks) before cancellation.

All three measures in Figure 3 can be reported separately for other member characteristics such as age, sex, did/didn't pay a joining fee, did/didn't have a discount, type of membership, did/didn't sign a contract, travel time from club, etc. In fact, they can be reported for any variable on the club's database.

The measures can also be used to determine the effectiveness of any sales, promotion, customer care or retention initiative. Without such reliable feedback, it is very hard for organisations to learn what works and discontinue ineffective initiatives.

PAUL BEDFORD PHD

Paul has been working in the fitness industry for more than two decades. He currently divides his time between conducting research in the area of retention and delivering training courses that provide practical approaches for fitness, focusing on all areas of the customer experience.

Paul's most recent research on the UK Fitness Industry analysed 340,000 members over a four-year period and was serialised in Health Club Management. He has just completed a study of the New Zealand fitness market and is currently working on a one-million-member North American Study with IHRSA.

TACKLING INJURIES HEAD ON

By Dr Matt Windsor BChiroSc MChiro ICSSD CCWP

Every sport has risk – it's part of the thrill for some, but injuries can have a devastating effect. You only have to witness the effects on Newcastle NRL player Alex McKinnon. After suffering a broken neck and spinal cord damage, that split second has changed his life forever and his road to recovery is an enduring one.

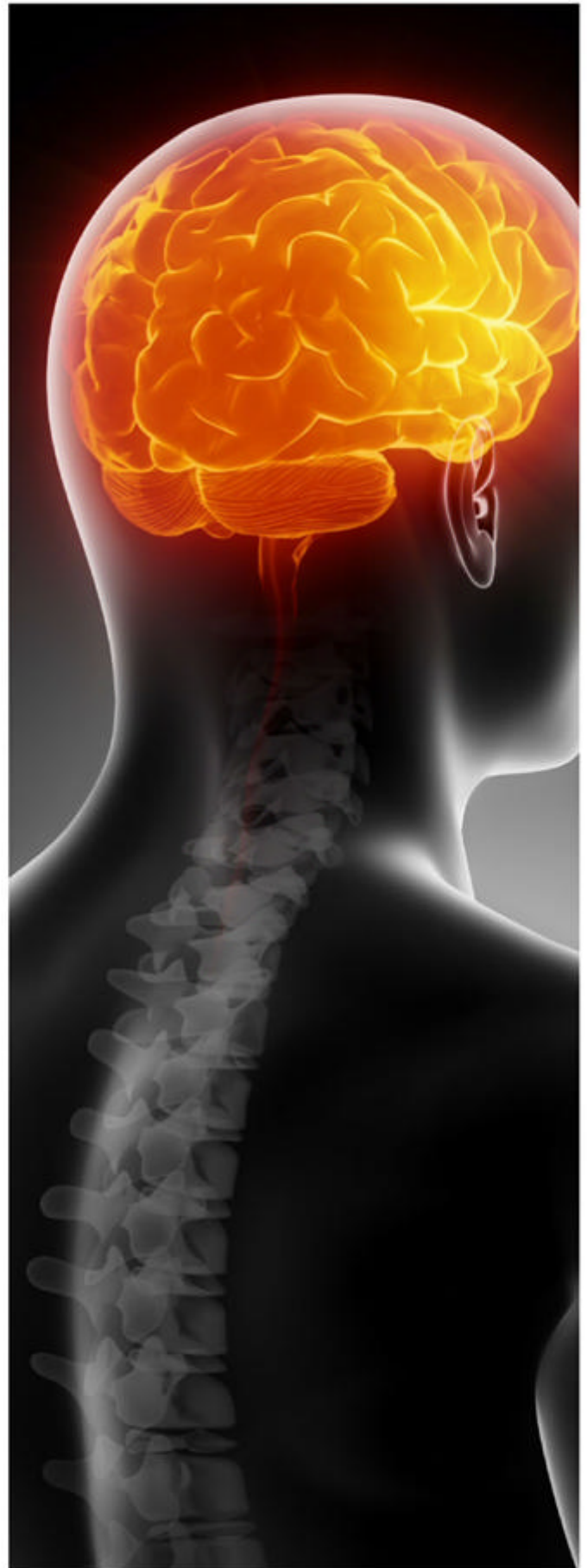
In a National Health Survey listed by the Australian Bureau of Statistics (ABS), it was estimated that 367,200 Australians reported receiving a recent injury from participating in organised sports, with two thirds of those being male.

The ABS also reported that 545,000 people reported a long-term condition resulting from sporting injuries. At around 35 per cent, back pain is the most prevalent condition, then joint injury at 14 per cent and long-term injuries relating to the knee at 10 per cent. In total, chronic injuries resulting from sport account for one quarter of all injury-related long-term conditions.

In the case of rugby union and rugby league, the Rugby Union Injury Surveillance Study (RUISS) found that 31.2 per cent of injuries occurred from being tackled, with a further 15.4 per cent occurring to the tacklers themselves. That's almost 50 per cent of total injuries occurring in the tackling phase of play, unfortunately just like we saw with McKinnon.

So how do we better prepare ourselves to avoid injuries? There are two factors that come into play: injury prevention and injury recovery.

CONTINUED ON NEXT PAGE ➞





HOW DO WE TREAT INJURIES ONCE SUSTAINED AND HOW DO WE PREVENT OR REDUCE THE LIKELIHOOD OF INJURIES OCCURRING IN THE FIRST PLACE?

PRACTISE THE CORRECT TACKLE

TECHNIQUE. Skills, such as the correct head position in a tackle and maintaining the optimal body height to make a tackle and to take a tackle on.

PRACTISE THE CORRECT FALLING

TECHNIQUE. Once a tackle has commenced and the initial hit on a player is made, the risk of injury is not over. How each player then hits the ground is another huge risk factor. Training to fall appropriately is a basic skill and will assist to avoid a huge range of injuries.

ADEQUATE STRENGTH AND CONDITIONING.

Without adequate cardiovascular fitness or muscular development the body is ill-prepared for the rigours of physical contact. Injuries are far more likely to occur in the early games of the season, when players have not acquired adequate fitness, or toward the end of a season, when fatigue and over-exertion come into play.

USE PROTECTIVE WEAR. Mouth guards and headgear are encouraged for protection. Studies have demonstrated, however, that the use of shoulder pads has little or no benefit in preventing shoulder injuries.

UNDERSTAND THE CONDITIONS. This has several parts: firstly, the analysis of the environmental conditions. Weather, temperature and field quality such as potholes and length of turf are important. Secondly, an analysis of the opposing team is vital. A vast percentage of injuries occur when teams are mismatched in player physical attributes and skill levels, with the weaker of the two experiencing heavy casualties.

SEEK AN ASSESSMENT FROM A HEALTH PROFESSIONAL to detect if any underlying predisposition to injuries may be present or to enhance the player's physiology to better perform.

Prevention is a fundamental part of what chiropractors do. Not only is chiropractic excellent in preventing the likelihood of injury but it can also be a secret weapon in enhancing performance.

The central nervous system (CNS) consists of the brain and spinal cord, which is protected by the spinal vertebrae. It is responsible for integrating sensory information and enabling the body to respond accordingly. You could think of the spinal cord as a conduit relaying signals between the brain and your muscles, tissues and vital organs. Physiological functions like balance, proprioception and spatial awareness, hand-to-eye co-ordination, strength, cardiovascular output and recovery, metabolic rate, visual referencing, reaction time, muscle performance and response are all governed by these messages.

A diminished nervous system is a diminished athlete. The ability to avoid an injury can quite often come down to how well an athlete is able to adapt to situations that arise. Any interruption or 'sluggishness' of these messages up and down the

spine can result in a slow-response injury such as an unexpected or aggressive collision with another player.

Appropriate treatment and regular check-ups with a health professional can also decrease the risk of musculoskeletal injury. Ensuring vital resources are not misallocated to inefficiencies in the body, fatigue is reduced and strength improve fitness and overall performance.

In the unfortunate occurrence of injury, a quick recovery is a good recovery.

Statistics show a large proportion of injuries develop into long-term conditions, with 35 per cent being back pain. What might seem like a minor or insignificant injury may develop into a chronic and much more difficult condition to resolve. Appropriate management of even minor injuries is vital to ensure a quick return to play for the player. It's also important to minimise any potential for that injury to become a larger issue, which may eliminate them from the game altogether or, worse still, create a diminished quality of life for the future.

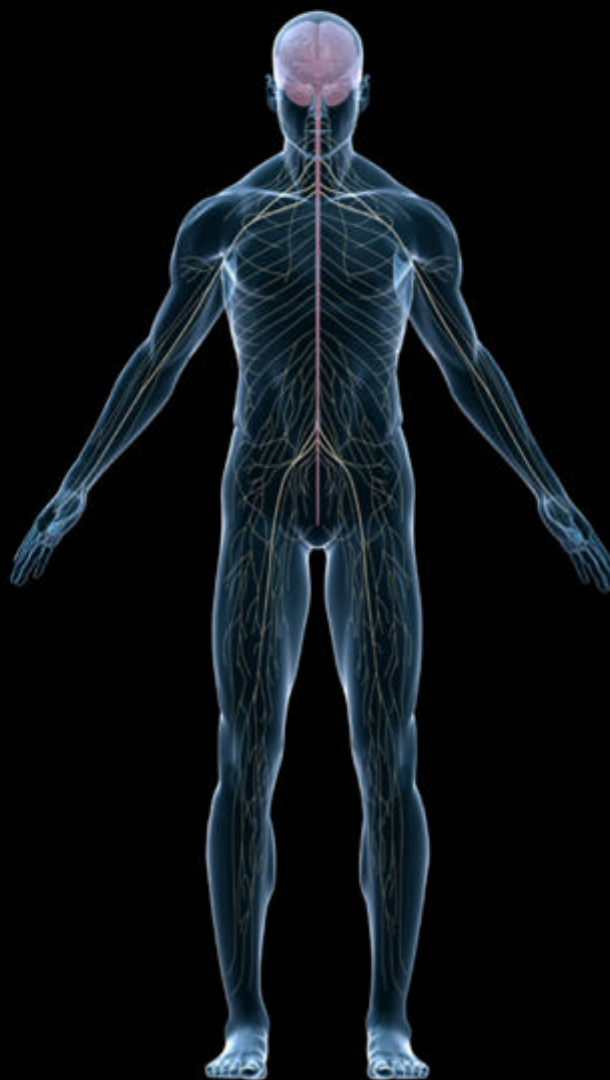


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DR MATT WINDSOR



Dr Matt Windsor is a sports chiropractor and the director of Chiropractic Health Quarters in Pyrmont, Sydney.

He has been involved with rugby union and rugby league as a player, coach, medical officer and sports chiropractor at representative levels. In recent years he has been involved

with Sydney University Rugby Union, Sydney Districts Rugby Union and NSW Rugby Union state teams.

He has treated professional athletes from rugby union, rugby league and Australian rules teams and continues to care for elite athletes. Chiropractic Health Quarters

continues to offer injury management care as well as performance enhancement programs aimed at improving the physiological function of athletes to better perform in their fields.

For more information, visit www.chirohq.com.au



SMALL GROUP TRAINING IT'S TIME TO GET PERSONAL

By Dominic dos Remedios

Small group personal training has been a growing trend within the fitness industry in recent years. It seems everyone is trying to crack the code, including the big gyms such as Fitness First, Virgin Active and Goodlife, as well as the smaller specialised studios such as F45 and 38X. After all, it is one of the industry's top 10 fitness trends for 2015.

You don't have to be a genius to work out why. Small group PT offers affordability, accountability and results. Most importantly, it cultivates the sense of 'belonging to the tribe', something that is genetically coded into all of us. In a small group training session attendees feed off the energy, passion and intensity of the group and feel they achieve so much more than on their own.

Most trainers who work with groups are missing the mark due to the 'one-size-fits-all' approach. The 'build-it-and-they-will-come' model simply doesn't stack up any longer. Clients today have countless fitness options to

choose from, therefore trainers need to adapt to savvy clients who expect more out of their group training. Engaging with the individuals in the group as well as bringing the people in the group together creates the ultimate small group training experience that clients will look forward to time and time again.

In successful groups, the trainer's role shifts from trainer to coach and clients gradually become empowered to modify their own effort, intensity and range of motion based on energy and fitness levels. Giving clients ownership of their experience will encourage motivation (autonomy), which will ultimately lead to retention (mastery) and results

Photo: Shutterstock.com



(purpose). This is echoed in Dr Roy Sugarman's book, *Client Centered Training: A trainer and coach's guide to motivating clients*, Level 7 Psychology. He highlights that the key to behaviour change is following the principle of autonomy, mastery and purpose.

How can you make your small group session more personalised?

One way is to understand and cater to your clients' unique movement styles. This philosophy has been adapted from PTA Global's world-class education and their proven Systems, Science and Tools™.

Understanding your clients' movement styles

It is clear that not all people like to 'move' or 'exercise' in the same way. We each have likes and dislikes, particularly when it comes to exercising. Think about it for a minute: some people despise washing dishes, while some people don't mind it at all and others quite possibly love it. If you carry this concept over to the fitness arena where you tell clients who despise doing push-ups that they have to do them three times a week at moderate to high intensity, there's a high chance they will just stop coming and find any excuse not to keep coming back.

If on the other hand you serve up movements or exercise in a manner they like, they will keep coming back for more. In order to work out someone's movement style, you could take them through the full PTA Global Program Design Questionnaire (PDQ™) or you could simply ask them the following questions:

When exercising, do you prefer:

- ☐ Structure or ☐ Challenge?
☐ Routine or ☐ Variety?
☐ Practical or ☐ Adventure?

If they answered:

- Structure, routine and practical, they have a **TRADITIONAL** movement style.
- Challenge, variety and adventure, they have a **PROGRESSIVE** movement style.
- Structure and variety or perhaps routine and adventure (a mix of the blue and green responses), they have a **HYBRID** movement style.

So now let's take a deeper look into each movement style:

- **TRADITIONAL** clients enjoy structure, routine and exercises that are practical and well known. This includes linear movements such as squats, lunges, chest presses, push-ups, lat pull-downs, rows, etc. They gravitate towards commonly known fitness equipment like the leg press, lat pull-down and pin-loaded chest press. Plan and deliver 'traditional' options within your sessions and programming for optimal commitment from your clients.
- **PROGRESSIVE** clients like variety, adventure and challenge within their sessions. Move them in many planes of motion and take them on an adventure with their training by including plenty of fun games and challenges. They gravitate toward functional equipment such as cables (or bands), TRX suspension trainers and medicine balls. The key is to keep it exciting with plenty of variety wherever you can – or risk boring them to death.

CONTINUED ON NEXT PAGE ➡



• **HYBRID** clients enjoy a bit of both. They appreciate components of the traditional and progressive client styles. Some days they may want a good leg session with some heavy squats and lunges (traditional). Other days they'll want to play and get a little creative with their movement (progressive). Of course, hybrids can sit at different places along the movement spectrum, so it is critical to gather feedback from them to work out if they are more traditional or progressive. Simply ask them what they like and don't like and tweak your programming accordingly.

It's important to remember when programming for different client styles in a group that there are a number of variables you can adapt to make a movement or exercise more traditional or progressive and thus cater to all styles.

You can change:

- **Your environment** – your traditional client will feel more comfortable in the pin-loaded area whereas your progressive client will enjoy working in the free weights area or functional training zone. If you are training in a park, using an open space with your traditional client could work well, whereas hitting the stairs or hills will likely be enjoyable for your progressive clients.
- **Your equipment** – typical gym equipment like dumbbells, barbells and pin-loaded equipment is considered more traditional because they are known. Using some of the more functional training equipment such as ViPRs, TRX suspension trainers and sand bells makes the experience more progressive.

• **Planes of motion** – for this example, let's use a simple lunge. Most traditional movement is conducted on the sagittal plane (forward and back lunges), whereas a progressive clients will enjoy the challenge of moving in some of the other planes of motion such as the frontal plane (side-to-side lunge) or the transverse plane (a lunge with rotation).

Determining your clients' preferred movement or exercise styles will allow you to tweak the exercise selection and programming to deliver a more personalised session and service. As trainers begin to understand their role in a group, which is not to merely instruct but to also facilitate the best possible fitness experience for individuals and the group, their clients will bond and hold each other accountable, resulting in incredible connections, motivation and ultimately retention.

DOMINIC DOS REMEDIOS

Dom is the owner and CEO of the Personal Training Academy and a proud PTA Global Faculty member. He is also part owner of BioAge Pty Ltd (online fitness testing software) and Acumotum – Intelligent Fitness facility (small group training facility) in Melbourne. With over 20 years industry experience, Dom has the rare blend of skills and experience from both the health club operations side, as well as

now the education and training side of the fitness industry. Prior to joining PTA he held the roles of national fitness manager for Fitness First Australia and national personal training manager for Crunch Fitness International (USA). He holds a Bachelor of Education (Human Movement) with Honours from the University of Sydney.



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GROUP EXERCISE:

A Class Act

IHRSA'S NEWEST MEMBER RETENTION REPORT CREDITS CLASSES
WITH A DRAMATIC IMPACT ON RETENTION

By Lilly Prince

It's a well-known fact that people join fitness centres because they offer opportunities for social interaction in a variety of forms. To name just a few: to develop new friendships and a sense of community, to spend time with others with similar goals, to employ peer pressure to achieve those goals, and to make use of trainers and instructors to maintain motivation.

With so many different ways to interact within a club, it can be a challenge for operators to determine which offerings or programs best satisfy their members' need for social interaction, and to ascertain if that interaction actually keeps them happy and renewing their memberships.

But what if you had the chance to ask 10,000 people what works for them? What would you learn about your own club?

Fortunately, a new report has done just that, and sheds some light on these issues. One of its principal findings: group exercise is key to good member retention.

According to a study in the latest issue of the *IHRSA Member Retention Report*, based on an extensive study of club members in the UK, members who choose group exercise are likely to remain members longer than ones who generally work out by themselves on the gym floor.

This study, the TRP 10,000, is the largest and most comprehensive survey of member behaviour ever carried out in the health and fitness club industry, and was conducted by IHRSA in partnership with The Retention People (TRP), a UK-based consulting firm. The respondents completed a baseline questionnaire on their exercise habits and membership behaviour between July and September 2013, and were tracked until the end of January of this year.

This ongoing study will touch upon numerous aspects of member behaviour, with results being published quarterly. IHRSA also plans to conduct similar research in North America in concert with TRP.

“The TRP 10,000 is an incredible accomplishment,” observes Joe Moore, IHRSA’s president and CEO. “Thanks to this study, the industry has increased its collective understanding of consumer behaviour. The findings will have a major impact on club operations for years to come.”

“It’s no surprise that members who make meaningful connections with other people in their club – whether it’s with another member, a trainer, or a group exercise instructor – are more likely to stick around,” explains Jay Ablondi, IHRSA’s executive vice president of global products. “However, it hasn’t always been clear that group exercise

classes, alone, have a direct impact on membership. This report is especially valuable because, for the first time, it explores the behaviour of two important groups – group exercise class participants and more isolated members who tend to work out on their own.”

GROUP-EX DRIVES RETENTION

The study first looked at all the activities that members participate in when they visit their club. Working out on the gym floor is clearly the most common pursuit, followed, respectively, by taking part in an exercise class, swimming, group cycling classes, and personal training.

Of course, many members often do more than one thing. Most frequently, the survey respondents combine working

out on the gym floor with taking a class or swimming.

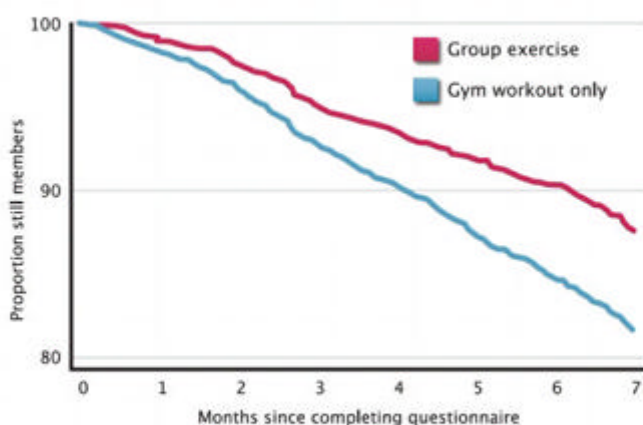
The study also reveals important information about activity choices with respect to age, gender, length of membership, frequency of visits, and club history. According to the results, women are more likely than men to attend exercise classes, while men are more likely to prefer gym-only workouts. Another interesting finding is that class attendance increases with age.

When the researchers then studied the retention rates of both groups, they found that retention was higher for group exercisers than for gym-only members; the latter were 56 per cent more likely to cancel their membership than the group exercise enthusiasts.

Activity Group by Characteristics

| | Gym Only | Group Exercise |
|------------------------------|------------|----------------|
| Gender | | |
| Female | 26.5 | 73.5 |
| Male | 64.4 | 35.6 |
| Age Group | | |
| 16–24 | 51.4 | 48.6 |
| 25–34 | 44.9 | 55.1 |
| 35–44 | 42.3 | 57.7 |
| 45+ | 39.3 | 60.7 |
| Months since joining | | |
| < 6 | 49.7 | 50.3 |
| > 6 to < 12 | 48.3 | 51.7 |
| > 12 to < 36 | 45.0 | 55.0 |
| > 36 | 27.7 | 72.3 |
| Club history | | |
| First club | 34.6 | 65.5 |
| 1 additional | 38.8 | 61.2 |
| 2 additional | 41.1 | 58.9 |
| 3 additional | 44.0 | 56.0 |
| More than 3 | 48.2 | 51.9 |
| Monthly visits (mean) | 6.0 | 6.3 |

Retention Rate by Group Exercise





Joe
Moore



Jay
Ablondi



Claire
Holmes



Melvyn
Hillsdon

The researchers also realised that it was important to test whether differences in cancellation rates could be directly attributed to class participation or whether other factors were involved. This led to one of the report's most important revelations.

After standardisation – the process of eliminating those other factors – the report found that group exercisers were still 26 per cent less likely to cancel than gym-only members. Obviously, there's something unique about group activities that leads to better retention, which can't be fully explained by gender, age, length of membership, club history, or visit frequency.

"You could argue that social contact is responsible for keeping

members engaged," points out the report's author, Melvyn Hillsdon, an associate professor of exercise and health behaviour at the University of Exeter, in Exeter, Devon, England.

The numbers back up that assertion. The TRP 10,000 survey also asked members about their reasons for going to the club, and has identified the strongest motivators in both groups. "The biggest difference between the gym-only and group exercise members is social motivation," notes Hillsdon.

He reports that, while 58 per cent of group exercise members said that social motivation was a primary reason for attending a club, only 48 per cent of gym-only members said the same.

DRIVING GROUP-EX PROGRAMS

If retention is higher among group exercisers, then clubs may want to focus on promoting more social interaction with regard to exercise. "The report makes a strong case for offering compelling group exercise programs," says Claire Holmes, the general manager at TRP. "It also suggests that club operators should think about offering programs that attract individual members, or groups of members, who normally aren't interested in group activities."

Hillsdon says there are reasons for their reluctance; some people, for instance, delay joining a class due to embarrassment or a lack of confidence. "Many people tend to start off small in the club – for instance, just using the treadmill and a few of the weight machines," he says. "They tell themselves, 'I'll get good, and then I'll do a class.'"

Therefore, it's important to inspire confidence right from the start, he says – possibly by offering an introductory class, or by employing some sort of 'buddy system' to allay a member's fears.

Holmes echoes that suggestion, pointing out that, in addition to improving retention, group exercise plays a positive role in increasing the frequency of visits and extending the length of membership. Clubs, she says, should definitely introduce new members to group exercise from the very start.

IHRSA members can download a free PDF of the latest issue of the *IHRSA Member Retention Report* at ihrsa.org/research. Non-members can purchase the report for \$29.95 at ihrsa.org/store.

– Lilly Prince, lilly.prince12@gmail.com

"Thanks to this study, the industry has increased its collective understanding of consumer behaviour."

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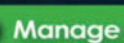
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Image provided by Michael Cunico

TRAINING THE TRAINERS

Michael Cunico has worked as a personal trainer for 14 years and spent 13 of those years dedicated to Fitness First. The now National Personal Training Manager spends his days supporting the growth of personal trainers within the industry. Fitness PRO caught up with Michael to learn more about becoming a successful personal trainer in this fast-changing industry.

1. What is your favourite thing about the work that you do?

I enjoy working with people and doing whatever I can to help them create change, whether it is a member on their own journey, a PT working with a client, or trying to improve their business.

2. Would you say you have a unique skill or gift that has got you to where you are today?

I don't believe there is any secret or special one thing that I possess. I work as hard as I can to support the club management teams, to promote fitness, and lead by example.

3. In your job are you a mentor to other PTs or are you more of a visionary with clear objectives for where you best see PTs building a better approach to their work?

In my previous roles I would be more involved with club management teams and work directly with them and their personal training teams. This has shifted slightly now, with my current role being a more strategic position. I look for opportunities to improve our fitness products and encourage more members to be involved with them through group exercise, our small group training program or directly with a personal trainer.

4. What is your key role or area of responsibility towards the PTs who work at Fitness First?

As I don't have a lot direct interaction with our personal trainers, I support the club management teams and our team of area fitness managers. This group is more focused on the operations of the business and I provide support

and assistance to them as required.

5. Do you have three main tips for PTs to observe to keep themselves effective for their clients?

Obvious, but never stop learning – the best PTs I know never, ever stop learning!

Protect your own time – for training, relaxation or whatever you need to stay sane.

Be open to new concepts and new training ideas. If the only tool you have is a hammer then everything starts to look like a nail!

6. We hear of loads of PTs getting burnt-out or losing focus. Why does this happen? Have you advice as to how to counter this?

Being a personal trainer can be challenging as you will generally be working with people – your clients – when your friends and family members have down-time. Of course you can be smart about how you manage your schedule, but it does involve early mornings and potentially some late nights, so be prepared for this. However, some personal trainers don't manage their schedules very well and allow their clients to dictate their time to a certain degree. I would recommend keeping one morning and at least one night free a week, when you don't book clients and you don't enter your place of work. Train outside or simply have some down-time – this will help minimise the feeling that you are always in your place of work

7. With such high obesity rates in Australia, how would you categorise the nation's greatest failings with their fitness? Is it poor nutrition, lack of access to fitness clubs or a cultural issue?

I wouldn't use the word 'failing', I would use the word 'challenge'. The greatest challenge needs to be accepted by both the consumer and the industry. The consumer who is not currently involved with any physical activity must make the decision to change. They need to find a compelling reason to get started, and it's the industry's responsibility to make the step as comfortable and smooth as possible.

8. Where do you see the role of the PT being in 5-10 years time?

More change potentially than ever before. Be prepared for consumers to come at you with more and more information. With the explosion of technology in the fitness industry, people will be coming at you with more data on themselves than ever before, so be ready. The market of one-on-one personal training may not increase that much, but there are opportunities to do more small group training. A clever trainer will realise that this an amazing opportunity to work smarter not harder, as there are only so many 6pm and 6am timeslots in a week!

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CROWDFUNDING FOR CLUBS?

By Jean Suffin

Do you want to raise money to expand your club, or to embark on a new project, or do you know someone who does? The good news is that crowdfunding may soon be an option.

Recently, crowdfunding has become an effective way for people to solicit money from a large group of individuals who are interested in supporting a particular product – in exchange for some token benefit or gift. It's easy for would-be investors to go to websites such as Kickstarter.com or Indiegogo.com, two of the better-known funding sites, to show their support for startup companies, film projects, art initiatives, social causes, and other undertakings they regard as interesting or important.

One fitness-industry-related example is Gymwatch, a German product that detects when exercises are performed incorrectly by tracking range of motion and measuring strength, muscle loads, and reps. A campaign launched on Indiegogo in April had yielded \$US 81,048 toward a goal of \$US 85,000 by May 13 – 11 days before the end of the campaign.

Last year, in October, Michael Volkin, an army veteran and fitness enthusiast, funded his set of instructional bodyweight exercise cards, Strength Stack 52, on Kickstarter, raising over \$US 11,000, nearly doubling the goal of \$US 5,500 that he'd set.

Another crowdfunding site, Moola-Hoop.com, has been particularly helpful to fitness studios. Groundwork Fitness, in Long Beach, California, used it to raise \$US 15,000 for new equipment, and Barfitness Ballet Barre Studio, in Scottsdale, Arizona, raised over \$US 5,000 toward the opening of a new site.

"Fitness-related businesses do well on Moola-Hoop because they often involve a project that the company's own clients – for instance, club members – would profit from, things such as new equipment, new classes, or a larger space," explains Nancy Hayes, the site's co-founder.



Paul Bosley

Paul Bosley, the owner of Healthclubexperts.com, agrees that clubs could find crowdfunding effective because they have a loyal following of individuals who are committed to the success of the business.

"Clubs are perfectly positioned to approach their members," he says.

For now, though, there are limitations in the US on who can invest and how much they can pony up, cautions Bosley, who's also the executive vice president of First Financial, a financial services firm. A club looking to finance a major expansion can only approach 'accredited' investors meeting strict SEC criteria, he points out. However, Title III, part of the JOBS (Jumpstart Our Business Startups) Act passed in 2012, eases some regulations relating to small businesses; when it goes into effect sometime in the future, the health club industry will reap the rewards, suggests Bosley.

"Once it's legal, a club hoping to expand or open a new location will represent a perfect fit for a crowdfunding campaign," he says. "And members who have a connection to the club will be able to invest in it. That sort of grassroots support is what crowdfunding is really all about."

– Jean Suffin, jean@fit-etc.com

REWARDING MEMBERS FOR PERFORMING

By Jean Suffin

For years, many companies have offered loyalty programs to their customers – think of American Express, for example – to prompt continued purchases.

Health clubs aren't any different.

"As club owners and consultants, we've always asked, 'What can we offer besides a T-shirt and hat to our guests to show our appreciation for their business?'" observes Maria Parrella-Turco, the COO of New Paradigm Partners, an industry consultancy based in Princeton, New Jersey.

In response, New Paradigm developed fitRewards, a program specifically designed for clubs that awards points to members that they can redeem for in-club products or items from a catalogue, such as cameras, tablets, jewellery, sports watches, and sporting goods.

These days, however, clubs are using reward programs not only to thank members for their purchases, but also to encourage them to do certain things. "Club loyalty programs have evolved into ones that drive behaviour," Parrella-Turco explains. Most frequently, she says, that involves visiting the club regularly, utilising its services, or referring a friend.

To get started, clubs first have to decide exactly what it is they want members to do. Once those criteria are identified, the process is painless. These systems are simple to offer and completely automated, and, as a result, more clubs are offering them.

For example, in January of 2013, the O2 Fitness Clubs, a chain of 12 facilities in North Carolina that serve some 28,000 members, launched its rewards program, employing Perkkville, a San Francisco-based company. They chose it, in part, because it was able to interface with O2's club management software.



O2Fitness decided to award points for signing up for fitness assessments, personal training, and small group training. The program has been "hugely" successful, reports Michael Olander, the CEO of MDO Holdings, O2 Fitness' corporate parent. "Including the month members joined O2 Rewards and the three months thereafter, they averaged 32.8 per cent more paid personal training and boot camp sessions than they had during the three months prior to getting involved."

Points also are automatically applied to the member's account when they post on social media sites such as Facebook and Twitter. "You can't buy this kind of positive advertising," enthuses Olander. "I think this is one of the best initiatives we've ever launched."

The Brooklyn Sports Club, in Brooklyn, New York, which serves 2,800 members, implemented its fitRewards program in July 2011. An audit conducted after 20 months found that 52 people had joined the club as a direct result of referrals generated by fitRewards. "Based on our membership rates, that translates into more than \$US 35,000 in revenue," says Executive Director Matthew Cofrancesco.

Kim Kenyon, the managing partner at Gold's Gym Dutchess County, has had a long experience with fitRewards at her two facilities in LaGrange and Fishkill, New York, having established the program in 2008. She uses it to reward members for signing up for Smart Starts, the clubs' fitness assessment, for personal training, and for involvement in community events. "Other businesses use points systems successfully," she says. "Why shouldn't health clubs?"

HOW MANY MEMBERS IS TOO MANY?

By Jean Suffin

At first, the notion of having too many members sounds like the kind of problem you'd like to have ... until the level of service your club offers begins to slip.

It's therefore important to identify an appropriate membership cap figure by evaluating a number of factors. And, after you've done so, to clearly communicate to members that you're imposing the cap for their benefit.

Pura Vida Fitness and Spa, in Denver, Colorado, an exclusive club that attracts an affluent clientele, spent about six months compiling and studying the relevant data. The process eventually led it to decide to cap membership at 2,000 individuals, reports General Manager Keith Moore.

"Just looking at the total number of check-ins doesn't provide enough information to determine capacity," he explains. "We also considered whether we had enough showers; whether we had enough parking spaces; and whether our website was overwhelmed when people were busy registering for classes."

"We had to determine how many members we could have, and still provide the high-quality service they expected."

The Newtown Athletic Club, in Newtown, Pennsylvania, reached capacity in May of 2013, when it hit a total of 12,000 individuals. Linda Mitchell, the director of public and community relations, stresses the critical role that explaining the club's rationale played. "We told our members that this was the level of membership we knew we could handle

without compromising the excellent service they were used to," she says. "We also explained the concept of attrition, and noted that, when there were openings, we'd love to have them refer new people to the club."

It was important to point that out, says Mitchell, because the club, which prides itself on its community involvement, didn't want the cap to be viewed as elitist. "We found the best way to successfully walk that particular tightrope is to be transparent about always wanting new members to replace ones who've left."

Stephen Tharrett, the cofounder of ClubIntel, suggests that a membership cap can, in fact, increase a club's desirability.

"Scarcity is a powerful sales tool and often creates a heightened desire for the product – in this case, membership," he maintains.

That dynamic may be working for Pura Vida, which reached capacity in April. When that happened, the club compiled a waitlist, and, since then, has taken steps to keep these prospective members engaged. For example, the club created The Underground, a high-intensity training studio, and, for a fee, waitlisted individuals can take Underground classes; use the Ethos studio, the club's wellness and mindfulness studio; and attend Pilates classes.

They're also invited to attend all Pura Vida social events.

"Clubs that have reached their cap and are going to waitlist can be creative and innovative, drive additional revenues, and even create new profit centres, while, at the same time, fostering a relationship with these prospects," concludes Moore.



Keith Moore

PERSONAL TRAINING INSIGHTS

Fitness Industry Survey identifies trends and opportunities

> Since 2008, the Fitness Industry Survey has involved more than 20,000 club owners, managers, and members from across Australia and New Zealand. And, in 2014, the survey was expanded to include fitness facilities in Hong Kong, Singapore, and Malaysia.

The findings have identified a surprising trend: a largely untapped market for personal training (PT) in these five areas. More than half of the gym member respondents (54 per cent) have never used the services of a personal trainer. Apparently, PT has been considered a 'luxury' that only celebrities and elite athletes could afford.

However, in Australia, that sentiment seems to be fading. The survey notes that, each year, thousands of new personal trainers are graduating from the 100-plus registered training organisations in the country.



Still, the survey revealed that, while 46 per cent of Australian club members have tried PT, they use their trainer, on average, for three or fewer months. Most stop booking sessions due to the cost. Ryan Hogan, the CEO of the Australian Fitness Network, one of the country's leading fitness education providers, believes that, to increase utilisation, clubs need to offer a wide variety of programs led by qualified trainers at different price points.



ANNEMARIE VAN GAAL

Founder of van Gaal & Company, author, investor, media consultant Amsterdam, The Netherlands.

By Patricia Amend



Last year you spoke at IHRSA'S 14th Annual European Congress. What was your message?

Many entrepreneurs and managers still believe that their experience, skills, and methods will determine how the market reacts to the product or service that they offer. Not true! The market is constantly changing, and the market always knows best. So why continue to utilise old methods?

Let go of your experience, and let the market define your business. Experience, and education, for that matter, are both based on the past. You need to accept that it's not wise to plug notions based on experience into the challenges that lie ahead.

As an investor, what's your best advice for club companies in search of capital?

You'll engage an investor's interest only if you have an idea that's scalable and, ideally, exportable. An investor won't be tempted to invest in a single club. However, they will invest in a unique concept or service which has worked well in your club, that you'd like to roll out to the world.

You've been involved in a variety of businesses. Why diversify in this way?

It all goes back to what I said about experience, which keeps us from discovering new ways to do things. I love to invest in businesses I'm not familiar with, and in countries I've never visited. It provides me with fresh insight, and doesn't tempt me to step back onto the path of experience.

You're also a media expert, so tell us: what's the key benefit of using social media to attract and retain members?

Social media is so powerful. I once read that a domino is able to trip another domino twice its size. The first domino requires only a small push, but the cumulative effect, after the 10th or 20th domino, is enormous. I see the same sort of thing happening with social media. If I tweet something, and 100 of my followers retweet the message, then we've covered the whole of The Netherlands – for free.

What's the best piece of advice you can offer to growing companies from your book, *Ambition*?

You need to differentiate between the types of problems you face. At least half of them are ones you can't solve

or do anything about; those problems are facts. Why waste time on or lose any sleep over them? The other half are problems that you can do something about – these are the real challenges. If you focus only on the challenges, you'll cut the number of 'problems' you have by 50 per cent.

Finally, from *Exit*, your book about divorce, what's your best advice for club operators in their personal lives?

Keep your personal life and your firm's finances separate at all times; you have to protect your private life from any risks you take professionally. Also, entrepreneurs have a very strong focus: their business. But, in many cases, their friends, parents, or partner don't approve of that. They try to persuade them that they should strive for a better balance between their work and private lives. But the truth is – there is no balance. An entrepreneur has that business running through their veins. They should try to surround themselves with people who understand and support them – especially in the case of their personal partner!



Fitness for Health founder
Marc Sickel and client

'INCLUSIVE' FITNESS ... MEANS FITNESS FOR EVERYONE

By Lilly Prince

Clubs, manufacturers, and industry professionals address serious needs

Before joining Fitness for Health, in Rockville, Maryland, the last time that Lola Byron, 70, had walked up a flight of stairs without holding on to the railing was when she was six years old.

Byron was born with cerebral palsy, a general term for a set of neurological disorders that severely impair muscle function, and, so, throughout her life, she'd struggled to do simple things that most people take for granted – things like maintaining good balance.

Then, through her doctor, she heard about Fitness for Health, a fitness centre that works exclusively with people with disabilities.

Six months into her training at the facility, a regimen that involved a variety of exercises, games, and equipment adapted specifically for the handicapped, Byron walked up a flight of stairs without the support of a railing – for the first time in 64 years!

"It's been a remarkable experience," says Byron. She began the process skeptical and afraid. "When I first came in, and the staff were going over some of the activities they wanted me to do, I thought, 'You're insane. I can't do that.'"

Fortunately, Byron was wrong. She still attends Fitness for Health three times a week, paying per session. "It's not exactly cheap," she says, but argues you can't put

a price on getting your life back.

Clients typically pay \$US 117 for a 50-minute, individual session, or \$US 87 for a group session involving two to four clients. A family package – four people per session, \$US 35 each – is also available.

The catalyst behind Byron's remarkable transformation, and those of all of Fitness for Health's members, is Marc Sickel, 53, the facility's owner and founder. Inspired by his personal struggles with physical limitations as a child, Sickel founded the business in 1986 to help children overcome their own physical, emotional, or neurological disabilities. Fitness for Health has since

expanded its offerings to everyone, and now also addresses senior wellness, bone and joint health, and athletic performance development.

Sickel uses his innate understanding of the emotional roadblocks that prevent individuals with special needs from being physically active to design programs and activities that rip down those obstacles, replacing them with confidence and strong self-esteem. "I understand how these people feel," he explains. "I know what's going through their minds. I even say to them that I know this is the last place they want to be. I say, 'I don't blame you, just bear with me.'"

The forefront of fitness

Fitness for Health is at the forefront of the emerging inclusive fitness (sometimes called adaptive fitness) movement, an effort to create and provide exercise facilities, equipment, and programs tailored to individuals with special needs. Chris Garcia, a trainer at Fitness for Health, says that the facility works with people with a range of special needs and disabilities, including autism, cerebral palsy, ADD/ADHD, Down Syndrome, poor gross motor skills, and many other conditions.

Garcia notes that a large portion of his clients fall on the autism spectrum, due to the relatively recent increase in diagnosis of the condition.

We believe that inclusiveness is about transforming communities based on social justice principles, so that everyone has access to and can take full advantage of opportunities for healthy choices."

The facility has state-of-the-art exercise equipment, much of which Sickel worked directly with manufacturers to produce. Units have been modified, for example, to accommodate visual perception training, sensory and motor integration, and progress feedback. Meanwhile, for its younger clientele, Fitness for Health has a glow-in-the-dark rock wall, a giant ball pit, a laser room, and a trampoline.

"The purpose of all the fancy equipment and high-tech games is to facilitate activities that are so much fun that

clients forget they're actually doing the work they thought they couldn't do," says Sickel.

Garcia reports that one machine that's used a lot is the Makoto, a set of three towers that flash different colours and sounds at various intervals; the user has to tap the light or sound source with their hand or foot as quickly as possible. The machine helps improve visual scanning, reaction time, and muscle accuracy. A number of studies have shown that it's very effective at training the body and mind.

Most major industry manufacturers offer inclusive exercise equipment, but Sickel also has worked with specialty suppliers such as Makoto USA, TRAQ 3D, TRAZER Interactive, and XerGames.

He conferred with the latter to modify its Sportwall machine to make it more appropriate for his clientele.

The facility also utilises everyday activities, such as basketball or badminton. A client, for example, may begin by using an oversized racquet, making it easier to hit the birdies, and once their accuracy improves, will graduate to a smaller racquet. They continue to receive ever-smaller racquets until they can use a regulation-sized one.

Garcia adds that both kids and adults love the



Pediatric fitness team, from l., Reza Mofarrhi, Chelsea Shaut, Chris Garcia, Sickel, Pete MacLeod, Emily Cook, Bristol McAlister



Coordination training rocks!

trampoline, another commonplace item. "You can do so much with it, and, for adults, it makes them feel like a kid again," he says. "It has a nine-metre tumble track, and offers the client a lot of feedback and input in a very natural, organic way."

Most of Sickel's ideas for new equipment are born at IHRSA's annual convention and trade show. "I walk around the show floor with a different eye," he acknowledges. "I look at a piece of equipment and ask,

'How could that be utilised for my purposes?'" Sickel also asks exhibitors about their hottest piece of technology, and inquires about possible modifications.

When it comes to staff, Garcia explains, all of the facility's trainers are required to have at least a bachelor's degree in exercise science or a related field. Many of them also hold a master's degree in occupational or physical therapy, and have extensive experience working with individuals with special needs.

An industry-wide initiative

Like many clubs and equipment manufacturers, a number of educational and certifying organisations are now beginning to embrace inclusive fitness, expanding their offerings to encompass specialised curriculums.

For example, the American College of Sports Medicine (ACSM) now offers a specialty certification developed in concert with the National Center on Health, Physical Activity, and Disability (NCHPAD). “The Inclusive Fitness Trainer Certification was launched in 2008, and has been well accepted,” says Amy Rauworth, the director of policy and public affairs for NCHPAD. “We believe that inclusiveness is about transforming communities based on social justice principles, so that everyone has access to and can take full advantage of opportunities for healthy choices.”

Meanwhile, a growing number of American universities are introducing inclusive fitness into their curriculums. For instance, Long Island University, in Brooklyn, New York, offers an inclusive fitness minor for a total of 12 credit hours.

Clearly, the fitness industry is trending toward inclusive fitness – with good reason. There’s a growing need for it, Sickel attests, both for kids and adults. “Adults can have a hard time obtaining services for their conditions, or they may want a different kind of treatment – one that’s engaging and more fun.”

In May, the Centers for Disease Control and Prevention (CDC) released a study reporting that half of America’s 21 million disabled adults don’t exercise regularly ... or at all. Worse, the 47 per cent of adults with disabilities who are able to engage in aerobic exercise *don’t*.

The need for innovative exercise options for children with special needs or neurotypical conditions is even more serious, argues Sickel. “Two-thirds of the children in the US are overweight or obese,” he points out. “I think a large number of them, at some point, were given the ammunition to say, ‘Never again’ to exercise. We just can’t have that!”

The need for inclusive fitness is increasing outside of the US, as well. Last year, IHRSA partnered with the United Nations Educational, Scientific, and Cultural Organisation on the European Fitness Inclusion Training for Work project. This initiative teaches club operators and personal trainers how to work successfully with disabled people. The project, initiated in Ireland, is scheduled to last two years, and is budgeted at \$US 500,000.

“The goal of the project is to instill more confidence in club staff and personal trainers when it comes to working with people with disabilities,” explains Joe Moore, the president and CEO of IHRSA. “This is an important, relatively untapped market for club operators to reach out to. I’m hopeful about what the UNESCO project will achieve in the UK, and look forward to seeing similar efforts materialise in the US”



Lola Byron



Amy Rauworth



Chris Garcia,
senior pediatric trainer

Fitness professionals who provide inclusive options are already making important headway, helping individuals to take small steps and implement minor changes, which, for those with disabilities, represent major improvements. “I’ve come to realise how much the little things mean,” concludes Sickel. “We tend not to notice, to appreciate, so many ordinary activities, like walking down the street or climbing into or out of a car. Being able to do these things means the *world* to my clients.”

Garcia echoes Sickel: “Every day here is rewarding,” he says. “Kids and adults leave here smiling and confident, having done things inside our facility that they haven’t been able to do outside. That’s just incredible!”

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HURRY, OFFER ENDS 30TH APRIL!

Jon Alling oversees product innovation



INDUSTRY SUPPLIERS

Matrix Fitness looks to the world to drive its R&D initiative

By Jon Feld

Individuals, clubs, industry suppliers – all of them are “making a difference” every day, both in the normal course of conducting business, and often in unique and extraordinary ways. They’re having a positive impact on their employees, their clients, club members, the public, and the world at large. In this column, which appears periodically in CBI, we acknowledge their efforts and achievements.

Every major fitness equipment manufacturer engages in research and development (R&D). The process is critical to improving upon what’s been done before; creating the brand-new and better; meeting club operators’ needs more exactly; and providing their members with an exercise experience that’s more engaging, engrossing, efficient, and effective.

“The best insurance policy for the future of an industry is research,” chemist Sir Harold Hartley noted in the last century, and the observation, if anything, is even truer today.

At Matrix Fitness, the commercial brand of Johnson Health Tech. Co., Ltd. (JHT), R&D is more than a business

necessity. It’s a professional passion.

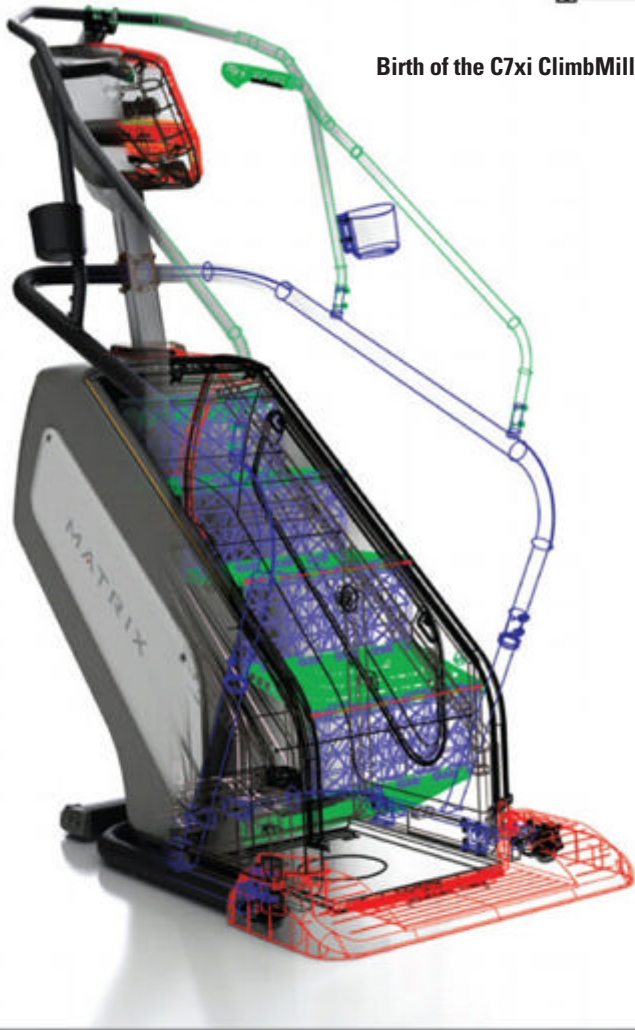
Like all R&D, Matrix Fitness’ process is a compact of facts and intuition, of established systems and improvisation.

The company describes its basic tack as representing an “outside-in” approach: bringing data, information, feedback, and suggestions from the “outside” world “inside” the business to inspire and inform innovation.

Rigorous research

“The process starts by just listening,” explains Jon Alling, the manager of a small innovation team at JHT. The firm employs a variety of means and venues to connect with and listen to all of the “stakeholders” in its product development program. Among them

Birth of the C7xi ClimbMill



we spend a lot of time in the actual setting where the product is going to live. We also use structured interviews or focus group sessions to dive deep into the topic ... but, even then, the best information comes from listening to users' stories, hearing about their experiences – not simply from asking questions.”

Once the raw information is in hand, the “business and product leaders across the organisation act like sponges, immersing themselves in – soaking up – the

problems, needs, and desires of our customers,” according to Alling.

“The goal,” he says, “is to create a comprehensive map of the opportunity – one focusing on the wheres, or the landscape of the market; the whos, all of

ClimbMill concept sketch



the stakeholders involved; and the whats, the problem pain points.

“It’s important to note that we don’t use the outside-in approach to solve our problems,” he counsels. “We use it to understand what problems our customers have that we can solve.”

Product development

All of the ‘R’ leads directly, inevitably, to the ‘D.’

At this point, the process passes into the hands of JHT’s key technology engineering team. Its job is to determine how the concept can be realised in a real-world context. Among the factors it evaluates are functionality, strength, durability, manufacturability, and cost to build. Once the engineering specs have been pinned down, the new product development team takes over, working to smoothly integrate innovations or new additions into Matrix Fitness’ product line. Utilising a lean-development technique, this team can quickly build and test solutions to confirm assumptions and identify potential problems, resulting in dependable, proven designs.

Typically, new product development requires about 18 months from start to introduction, but that timeline can be modified in response to changes, e.g., in market conditions, newly available technologies, etc., and some more-complex projects may take longer. Throughout a product lifecycle that can last five to seven years, equipment updates take place constantly. “We make small improvements all the time,” notes Alling. “With digital console technology, for example, updates and upgrades can be made faster – even remotely.

“To us, a product in the field is just another opportunity to test and enhance.”

– Jon Feld, jfeld@inc.com

are club owners, trainers, other fitness professionals, service technicians, end-users, and organisations such as the American Council on Exercise (ACE) and the National Strength and Conditioning Association (NSCA).

Matrix Fitness primes the communications conduit by hosting stakeholders at its corporate offices in Cottage Grove, Wisconsin, several times during the year, and by spending a significant amount of time out in the field. “We don’t have a single, formal process for collecting data and insights,” says Alling, “but, rather, use a variety of methods.”

Beyond listening, “Observations are our best source of information,” he continues. “In many cases, innovation is the result of watching what users do – not asking them what they want. At the beginning of a development project,

TOP TIPS ON BEING A



Many of us will remember the days when many gyms would have a club manager, sales manager, personal training manager, group fitness manager, admin manager, customer care manager, reception manager and creche manager.

With advances in technology, increased competition, smaller clubs and tighter margins this top-heavy structure is now streamlined. The modern-day club manager has come full circle and once again needs to fulfill most, or in some cases all, of these roles.

MULTI-DIMENSIONAL CLUB MANAGER

By Justin Ashley

As a club manager who moved directly from a big-box model - where I had seven heads of department - to a budget model where I had none, I know first hand what it is like and the challenges you face.

My advice: dive in. Do it all. Don't expect to be the best at everything but do expect to be involved in everything. Cherish it. It's dynamic, interesting and fun. The multi-dimensional role is club management at its core; a return to its roots. In my view, it's the way it should be.

FAQs

What skills does a multi-dimensional general manager need to succeed?

To start with, a club manager needs presence, communication, relationships, ownership, respect and confidence in order to excel. The majority of these are not skills, they are attributes, and it is these attributes that transfer across not only all departments in

the fitness industry but any leadership role in any industry.

The best multi-dimensional club managers are not managers at all, they are leaders. A leader is not concerned with whether it is admin, sales, customer service or PT. A leader is intensely focused on the success of their people and ensuring that the ship they are sailing is heading in the right direction and everyone is on board.

They do not see 'different departments', they see and foster a team that works together toward two common goals: helping members achieve their goals and growing the member base. They believe that all staff are responsible for this and that they are ultimately the gel that holds the team together.

Leaders take ownership in the club as if it is their own: picking up weights, greeting people at reception, selling memberships and assisting members on

the floor all before most of their staff start their day. They may not be the best at any of those tasks, but it doesn't matter - what matters is they do them.

How does a club manager who has come from the sales side manage a PT or reception team, or an admin person?

It's all about relationships and adding value. Leaders need to play to their strengths. Let's take sales people for example: they're usually incredibly results-focused and like things done quickly. Admin people, on the other hand, are process-focused and often like things done accurately, irrespective of time.

It is likely that the sales person is not good at admin and the admin person dislikes sales, possibly even sales people. They are often both great at their job and experienced at what they do, so how could the 'sales guy' possibly help the admin manager?

WHERE TO START — WEEK ONE —

There are six steps you should use when you first step into a new club to show support for your people across all departments and grow your brand as a leader:

1. It starts with a relationship

Make them like you: find out what motivates them, take them for lunch and ask about their family. The old adage goes: they don't care how much you know until they know how much you care.

2. Set expectations

Set expectations with each other. Always let them go first. Find out what they want from you - ensure you draw it out of them. Then outline what you want from them.

3. Delegate

Never set and forget when it comes to your people, regardless of how competent they are. Delegation is great, abdication is not. To delegate you must set a task and a follow-up time or date to ensure it has been done correctly.

4. Set goals

Goal set with your team - each one of them. Both work-related and personal goals. Then, make a commitment to help them get there in any way you can.

5. Add value

Great at sales? I am sure you can help with debt calls. Strong communicator? Deal with some complaints, then explain how you did it. Strong at admin? Document a new process. There are always skills that you have that they need.

6. Show integrity

Do what you say you are going to do! Integrity and consistency is the cornerstone of good leadership.

CONTINUED ON NEXT PAGE ➞

RECRUITMENT

What type of people should you recruit?

People like people who are like them and managing people who are like you is easier than managing people with differences. New or underperforming managers will nearly always recruit a team that looks, talks and acts just like they do.

However, the best club managers understand their own weaknesses and recruit people who complement them. The top-performing club manager should have at least one right-hand man or woman who contrasts their skills.

Here are some leadership combinations that complement one another:

- **Sales people are outcome-focused.** Look for someone process-driven and analytical to help with paperwork and details.
- **Service people are people-focused and patient.** Look for someone results-driven who works at speed to ensure performance.
- **Administrators are process-focused.** Be on the lookout for someone to support, motivate and inspire your team.
- **Personal trainers and group instructors are experience-focused.** Look for someone process- or sales-oriented to make up for your shortfalls.

Why is it important to be a multi-dimensional general manager?

Each department supports the next.

The sales team drives leads for the PTs and the group fitness instructors (GFIs). The PTs and GFIs get our members looking great and enjoying their experience, so they tell their

friends, which drives more sales. The administration and service teams hold everything together and without them both the fitness and sales sides would not succeed.

What are some mistakes you see general managers make when stepping into a new club/role?

The biggest mistake I see is managers avoiding the departments they don't feel comfortable with.

Who are the best general managers?

The best general managers are the ones who transfer their skills from one department to the next. They might not know anything about personal training, yet they teach their PTs how to call people, how to sell, set key performance indicators, build rapport and other sales-based activities.

THE BIGGEST MISTAKE I SEE IS MANAGERS AVOIDING THE DEPARTMENTS THEY DON'T FEEL COMFORTABLE WITH.

What tips can you give someone who is stepping into the multi-dimensional role for the first time?

1. Build relationships – fast

- a. I believe the first 7-10 days determine the success of the general manager. Take every staff member out of the club and get to know them on a personal level.

2. Get your hands dirty

- a. Be there early, finish late. Clean the gym floor, sell a membership, do outreach. Whatever they do, you must be prepared to do. Lead

from the front for instant respect.

3. Show them what you are really good at

- a. If you are a gun sales person, hit the phones for an hour or two. A PT superstar? Train a client or train yourself. Customer service guru? Deal with a difficult complaint. Do it quick and build your reputation.

4. Have a team meeting

- a. Deliver a brilliant team meeting with your vision for the club. Try not to be domineering or demanding, rather motivational and inspirational.

5. Implement what you already know across all departments

- a. Put in place customer service strategies in the PT team.

6. Set your expectations.

- a. Have very clear expectations set early on. Write them down and display them in the club as well as send them to each team member. Deliver them one-on-one or per department.

7. Play to your strengths, but outside your comfort zone

- a. If PT is your game, teach the sales team how to do a needs analysis or sell a PT pack.

8. Be present, not perfect

- a. Remember, you don't have to be the best at it, you just have to have a crack.

9. Add value

- a. Teach something to everyone, every week.

10. Be a leader, not a manager

JUSTIN ASHLEY

Just began working in the fitness industry in 2001 while commencing a bachelors degree in personal development, health and physical education. He spent seven years working for previous market-leader Fitness First. Throughout the last

four years, Justin has worked as a consultant for a number of gyms ranging from small independent operators to national chains with multimillion-dollar profits and is now the owner of a new highly successful gym, The Fitness Playground.



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“NUTRITION AND TRAINING ARE LIKE THE TWO WHEELS OF A BIKE;

you can't move forward or get anywhere without each of them spinning together.”

By Jaime Rose Chambers

The benefits of regular exercise are no secret. They are endless and range from the ability to mould and shape our physical form to reducing the risk of major chronic diseases: cancer, diabetes and cardiovascular disease. Fitness professionals are often the first port of call for most people who want to make real changes to their body and their health. However, creating those changes when focusing on just one part of a very complex health puzzle is unlikely to get your clients to their health and wellness goals, leaving many feeling disheartened, defeated and ready to throw in the towel. This is also business and reputation suicide.

It's common to use exercise as the variable factor when taking on a health or wellness regime. However, most people don't begin an exercise regime to improve their health, it is more often than not due to vanity: fat loss and a killer set of abs. Fitness professionals and trainers are often in the frontline for health change, providing motivation, accountability, structure and fun to a health and wellness journey.

The not-so-shocking news is that research is showing time and time again that exercise can't be used as a sole or even primary tool for fat loss. Putting it very simply, it's a lot easier to NOT eat those two donuts at 500 calories than spend two hours of your busy day running them off. The couple of hours clients spend with their fitness guru every week are trumped dramatically by the remaining hours they



spend eating and drinking, effectively undoing – or if they're lucky, balancing out – the time they've been busting their backsides and hard-earned money working with their trainer.

Nutrition and training are like the two wheels of a bike; you can't move forward or get anywhere without each of them spinning together. In other words, without the right nutrition advice to support exercise and training, physical results and goals will be next to impossible to achieve. The world of health is really very young, and growing and changing rapidly. It's simply no longer enough to provide just a fitness regime any more – clients are expecting more. It's no longer a one-track, single-focused strategy. Many health professionals are broadening

their knowledge base, becoming highly qualified in holistic health and offering a package of services: a one-stop-shop if you will of fitness training, nutrition advice and psychological and life coaching. In saying that, it does not mean that you can't have a successful business. Maybe you want to remain razor-focused on fitness and physical training, or maybe you don't feel comfortable or are particularly interested in taking on more study. As a fitness expert, offering some type of nutrition support is essential to creating rapid and specific changes to your client's progress.

Nutrition is, of course, not just limited to weight or fat loss. Good nutrition, like exercise, has an endless range of benefits more than just a 'calories in versus calories out' for fat loss

or muscle building. For the fitness expert, appropriate nutrition means clients are fuelled properly to make the most of their training or fitness sessions. Nutritional deficiencies can cause fatigue, sluggishness or lack of motivation, such as the very common iron and vitamin B12 deficiency in young women. These can, however, be corrected, as can the consequences of inadequate good-quality carbohydrates, in turn improving client return rates and supporting your client to reach their fitness and health goals, and potentials.

Many people also have a plethora of medical issues that need to be taken into account, such as food allergies or intolerances, even ethical beliefs surrounding food.



Nutrition can be a minefield of confusing and conflicting information; what is right for one person could be detrimental to others. Over the years I have seen many, many patients end up in a great mess after receiving unqualified nutritional advice. Patients on diabetes medications told to cut out carbs, patients with high cholesterol and a very strong family history of cardiovascular disease told to eat butter, eggs and cheese every day. Putting a post-menopausal lady who is new to training on a paleo-

style diet is dangerous and destined for failure. Not to mention the lack of energy, fatigue, constipation and absolute misery over an inadequate, inappropriate, restrictive diet provided by an unqualified health professional.

So where do you draw the line on fitness professionals dishing out nutrition advice? Providing the wrong nutrition advice can be dangerous, yet in many cases sending a client off to see a dietitian or nutritionist is often unnecessary and not viable.

By either providing basic, solid nutrition advice that's sustainable, healthy and balanced or outsourcing the nutrition advice, your clients will see faster, more significant results. What's more, it will also give you as a fitness professional far greater credibility and reputation as you build your business and name. Here are a couple of options for you:

1. Educate yourself

Be an eternal student. The world of health and nutrition is changing constantly and there simply isn't a cookie-cutter way of creating a fitness or nutrition regime for an individual. A two-week nutrition course will not cut it. The more training, courses, reading and qualifications, the more tailored and specific advice you will be able to give and the more specific results you'll achieve with your clients. Really do your homework and find nutrition courses with strong qualifications and credibility. Always be reading as well; keep up with the science- and evidence-based research coming through by subscribing to nutrition journals, magazines and books.

2. Refer on

Network with highly qualified dietitians and nutritionists and refer your

more complex clients on to them. Have a number of nutrition experts on hand to match your client to their needs. Dietitians are trained in medical nutrition therapy for clients with complex medical issues who need specific dietary advice that only a dietitian is qualified to provide. Many dietitians are also sports dietitians with additional training specifically for athletes or highly active individuals. This will ensure your client gets the best, most accurate information and personalised plan designed just for them. Aligning yourself with great practitioners will give your clients top-tier, gold-standard advice specific for them to support their fitness regime, allowing them to achieve the greatest possible results.

As health practitioners, we're ultimately all aiming for the same goals for our clients. It is important to keep in mind our scope of expertise because providing the wrong advice can be damaging, dangerous and ruin a reputation. However, by providing a holistic, multi-faceted service or having the support of really fantastic health practitioners that are in line with your health philosophies, you'll have a horde of happy clients.



JAIME ROSE CHAMBERS

Jaime is an accredited practising dietitian and nutritionist who has worked in private practice for the past six years in Sydney's eastern suburbs, treating and working with patients suffering from cancer, hormonal and gut issues, food allergy and intolerances to fat loss and specific fitness goals. Jaime is also the nutrition and wellness expert for gourmet home food delivery company, Eat Fit Food. Jaime is incredibly passionate about food and its effect on our health, but also on our soul.



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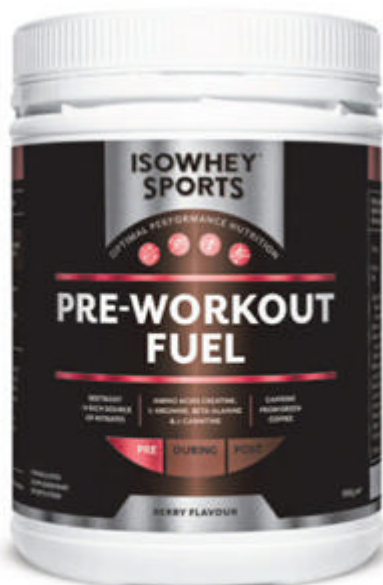
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FITNESS ENHANCEMENT

Low-cost personal training franchise

Fitness Enhancement has sold another franchise and is now across Gold Coast, Brisbane, Melbourne and Sydney. The personal training franchise boasts an impressive average client spend of over \$5,000 a client, with some spending over \$30,000! While most fitness franchises such as 24/7 gyms cost hundreds of thousands of dollars, a Fitness Enhancement franchise is around 5 per cent of that price, making it a similar long-term total price to gym rent. The franchise is a

ready-made business that comes with all the perks, exclusive territories and expansion options (studio or mobile) you would expect from a Franchise Council Australia-accredited franchise. Personal trainers love Fitness Enhancement's marketing that is 100 per cent targeted at people who want an expensive trainer, not a cheap gym. The head office team even take new enquiries on 1800 PT for U and books them straight in to trainers' diaries.



VENDOR PARTNERSHIPS ENHANCE MEMBERSHIPS

By Jean Suffin

Cultivating member loyalty is a great way to create a sense of ‘community’ within your club, and to differentiate it from the competition at the same time.

A particularly effective way of doing so is to partner with local businesses in order to enhance the value of club membership.

One good example is the Member Savings Program, which is available to all 27,000 members of the Gainesville Health and Fitness Centers (GHFC), which operates three multipurpose facilities in Gainesville, Florida.

The idea originated in the 1970s, explains Debra Lee, the company’s director of marketing, when owner and President Joe Cirulli was brainstorming ways to help prospective members in terms of their monthly dues. “His idea,” she explains, “was to identify local businesses that they used on a regular basis, and to offer discounts that would help offset the cost of membership.”

Today, GHFC partners with more than 100 local firms that provide discounts to members upon presentation of their membership card. These businesses display the GHFC seal, and, in return, are allowed to market themselves, in an unobtrusive way, to club members. “It helps get our logo out there, and keeps our clubs top-of-mind,” observes Lee.

Like GHFC, Miramont Lifestyle Fitness, in Fort Collins, Colorado, once had a long list of vendors participating in its business-partner loyalty program, but, eventually, trimmed it down to about 40. “Now we approach businesses that share our brand, purpose, and values,” notes Liz Smith, the club’s business and outreach coordinator.

Partners provide a discount to Miramont members in return for club passes for their own employees, as well as ‘extra’ discounts, on a quarterly basis, coinciding with the club’s member appreciation days. Miramont introduces the program to new members when they sign up. “That’s the best time to do it,” suggests Smith.

Partnering businesses also enjoy extensive in-club advertising via its newsletter, TV screens, and a QR code scan capability.



Debra Lee

“The thing I enjoy most is working with the club’s Dare to Lose members,” says Melany Berne, the owner of Ohana Salon, a hair salon for men and women in Fort Collins. Dare to Lose rewards participants for their weight loss with prizes, including special deals at Ohana. “Miramont’s philosophy is about improving lives and promoting wellness,” observes Smith. “We target the same clientele.”

The Maryland Athletic Club (MAC), with three locations in the Baltimore area, launched its member savings program in 1997, and now works with over 35 businesses. “We’ve had tremendous success,” enthuses co-owner Liz Rhode. “Members feel that they’re receiving additional value for being part of the MAC.”

Rhode stresses the importance of creating relationships with vendors to develop a community that includes them, as well as club members. “Our partners’ focus is on creating value for their products, and rewarding MAC members for sampling, investing, and referring their friends to these businesses,” she says.

GHFC’s Lee offers some key advice: “Have a champion – a real salesperson, someone who’s vested in selling the program.”



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AQUAFIT TRANSFORMATION

By Kristen Green



Aquafit is a premium, full-service 4,300m² multipurpose fitness centre located in South West Sydney, servicing the Macarthur community. Owned by Campbelltown Catholic Club, Aquafit opened in 2004 and comprised two heated indoor pools, three group exercise studios, Technogym strength and cardio equipment, a café, a crèche, and an outdoor training area.

Providing innovative programs and facilities means we need to have our finger on the pulse of current and future industry trends. One of the most popular new styles of training we have embraced over the last two years is small group functional training.

Due to the success and popularity of the small group training, we required another group training studio that had the flexibility to be used for programming whilst all our other studios were in use. With over 100 classes a week on our group exercise timetable, finding spare studio space for other training was a challenge.

Although we already had a dedicated functional training structure, it was traditionally used by more serious trainers and we lacked broader appeal for other members.

As part of the strategic Aquafit 'transformation', we researched suppliers at industry events and trade shows over 12 months to find the best long-term innovative training solutions.

In keeping with the Aquafit brand, these products had to be of high quality and blend with the already pleasing aesthetics and non-intimidating physical environment. What's more, they needed to offer our members something not found anywhere in other fitness centres – a point of difference.

In August last year – coinciding with the Aquafit 10-year anniversary – Aquafit delivered a new purpose-built outdoor area, all-new Technogym strength and cardio equipment, and a five-bridge Queenax for our members.

The response to the Queenax was overwhelmingly positive: innovative, imposing and impressive are just three words that come to mind when describing it.

What you notice immediately is that Queenax looks high-quality. The Italian design and construction makes it the 'Ferrari' of functional training equipment. It's a cleverly designed structure which allows for maximum flexibility of use and space.

On any given day at Aquafit the Queenax may be in use for small group training classes, kids programs, personal training or members just doing their own training. It's a conversation-point in the middle of our gym floor, demonstrating that anyone can add variety and fun to their exercise.

By installing Queenax we have provided additional value for our members through the ability to provide creative and on-trend innovative programs. We recently introduced anti-gravity yoga classes on the Queenax, which are proving to be very successful. Not only does this provide opportunity for additional program revenue, it also allows our trainers to diversify their skill set by instructing more unique programs, and it keeps work interesting for them.

The programming options for Queenax are limited only by our trainers' imaginations. In keeping with industry trends and demand for new and innovative programs, we will continue to develop and evolve the use of this space over time.

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- Management of client workout schedules
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- Ability to schedule goals for clients
- Capacity and ability to complete and store client waivers online

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of the cost to employ the necessary expertise or office support to help successfully run your business, or the fact a phone call or a few texts might cost your clients more than \$1.99 to communicate with you each time, then it's easy to see why MyPT is the

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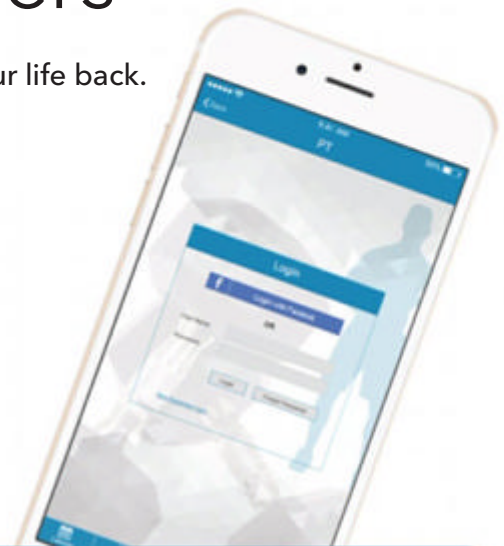


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THE LEGAL SIDE OF FITNESS

In today's overly litigious society, it's important that personal trainers who operate independently are fully aware of the legal risks of running a fitness business.

Nicole Evans explores some of the precautions you can take to protect yourself and your business.

When you set up your own personal training business, you'll often enter into agreements with other parties, such as franchised gyms, hotels, studios, other contractors and even maybe employees. When doing so you can reduce your legal risk by ensuring you read the fine print and seek professional legal advice. Also, don't sign anything until you know exactly what it says.

Make sure you document everything; never assume because you have a verbal agreement that you are sufficiently

covered. Have every agreement written down as a contract and ensure you know your rights under that contract and when/if the contract will be renewed. It is wise to include a clause in your terms and conditions to protect you from client cancellations and missed payments. As a PT, this is often one of the most frustrating matters to deal with.

Start by writing down your own terms and conditions for each type of client and class, and then consult a lawyer who can draft it into legal terms. Keep the document simple, so that your clients understand them and will agree to them before you begin training them. Some key considerations may include:

- What will you charge your clients?
- Will you have different fees for different classes (e.g., one-on-one, group sessions, boot camps, gym-based sessions)?
- How will clients book and pay for their sessions?
- Will you have cancellation fees? If so, how much are they?
- How late will you permit clients to cancel before being liable to pay for the session?
- Will your clients pay on a per session basis, or will you sell pre-packaged sessions?
- What type of training are you providing and will you offer other additional services such as nutrition, program writing or weight loss tracking? And if so, how much extra will you charge for these services?
- When your clients complete their pre-training questionnaire form (essential so you are aware of their medical history, limitations and physical capabilities), have you made it very clear how you will use this personal information?
- How will you provide your clients with a copy of the disclaimer or statement that ensures clients understand that they are entirely responsible for disclosing to you all important information that may affect the advice you give to them as a personal trainer?
- If a client is being rehabilitated from an injury, operation or has a disability, have they provided you with a written medical clearance from their health professional?

- If you are buying a franchise, have you sought professional advice so you understand all the implications and requirements of the franchise agreement? For example, you may have restrictions placed on you including prices you can charge, where you can operate and maybe even where you are permitted to work if/when the agreement ends.
- What music will you use in your sessions/classes, and is it royalty-free or do you need to buy a licence to play the music you want?
- Have you checked that your marketing/advertising is very clear and does not mislead or deceive clients?
- If you are training children, have you familiarised yourself with the Kids in Gyms Guidelines, which has separate rules that must be followed, including parent consent, holding a valid Working with Children Check and holding a Children's Trainer or Children's Instructor registration?
- As a PT business, you are a brand, so you may wish to protect that brand. Have you considered registering your business name and brand as a trademark with Trademarks Australia? This means no one can use your business name and if you decide to sell your PT business, you are protecting the goodwill you have worked so hard to obtain.

It is essential that when you have answers to the above and similar types of questions, you discuss it all with a lawyer to ensure that your policies comply with Australian and state laws. You may be able to exclude liability for some claims

with a risk warning form, but your lawyer can clarify this.

WHAT TYPE OF INSURANCE DO YOU NEED?

The biggest risks in a PT's job are often centred around:

- Causing an injury during a training session
- Providing wrong or unsuitable advice
- Providing nutrition advice and diet recommendations

As a personal trainer you are working with the human body, so injuries are bound to happen. However, when it does, your client may make a claim against you. Therefore, it's important that you and your business are protected. The way to do this is via insurance. There are three main types of insurance that you could consider having:

1. Professional indemnity
2. Personal liability
3. Income protection

1. Professional indemnity insurance

This can help you defend and/or pay for claims made against you by a client or other person, who says that your advice or service as a PT was negligent (careless) and as a result they suffered some kind of loss. This loss could be in the form of an injury, damage to their property or they may have suffered a loss of income. As a PT you are a professional and like any other advising professional (including lawyers) you need to protect yourself from these claims. This is the role of professional indemnity insurance.

2. Public liability insurance

This can help you defend and/or pay for claims made against you relating to someone's injury or damage to someone's

property which has been incurred as a result of how you operated your PT business. Be aware that this type of insurance will not cover you if you are negligent (i.e., if you do something silly like tell your clients to jump off a bridge...), but it can cover you against claims that result from a breach of the duty you owe to other people.

3. Income protection insurance

Essentially, this will ensure that should you be unable to work due to accident, injury or illness, you will still receive an income. Obviously the terms and conditions vary from insurer to insurer and you are typically subject to a rigorous health test prior to being approved for coverage, but it's worth investigating and considering if you are a self-employed PT.

Make sure you examine and compare different insurers and their specific policies to ensure you have the most appropriate level of cover for the locations you'll be working and the services you will be delivering. Always ask questions and read the fine print, and be sure to renew your insurance on time.

If you are conducting outdoor sessions, make sure you get permission from the local council to use these areas, as many now require licences to do so. Read each council's policies carefully as they will differ from region to region and be mindful that outdoor areas cannot be controlled like a gym environment, so you need to take extra care as a PT when working in that environment.

For more information about standards, guidelines and policies for personal trainers, visit fitness.org.au/guidelines.html



NICOLE EVANS

Nicole is the legal consultant with Fitness Business Experts (www.fitnessbusinessexperts.com.au), a company specialising in helping clubs achieve new levels of success. She is also the co-developer of MyPT, an innovative new app for PTs. MyPT will instantly connect you with clients (potential and current), allow you to schedule workouts, sync with your Outlook and calendar, process automated payments via a secure e-commerce platform, send special offers to clients, automatically fill cancelled or available client sessions, and ensure you always get paid – even when clients cancel! To find out more or to contact Nicole visit www.myptapp.com.au

5 KEYS FOR MANAGING AND RUNNING A SUCCESSFUL PT BUSINESS

By Melony dos Remedios

If you love predictability and routine, then running a PT business may not be the best choice for you. If, however, you love a challenge and constant variety in your work, then look no further! Anyone who's ever run a PT business is all too familiar with the countless variables: clients, PTs, finance, development, sales, retention, equipment, software and time management – the list goes on and on.

Navigating the PT business landscape can feel like a never-ending maze; however, focusing on these five key areas will give your business longevity and profitability, not to mention trainer and member retention.

DEFINE YOUR CULTURE

What are the three words you want people to use when they describe your facility or PT business? Friendly, inviting, accepting? Challenging, results-oriented, consistent? Take the time to consider 'how things are done around here'. This is your brand

experience and this message should come through in your marketing and in the way you deliver your service. Do you incorporate games in your workouts? Do you always provide a water bottle? Do you have an experience guarantee? What is it about your experience that is different to other PTs?

Hiring staff? Make sure you hire PTs who will fit with that culture. It helps to ask cultural alignment questions when interviewing PTs such as:

"Can you give me an example of a job when you felt the most successful? Tell me



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about the environment, leadership etc., what was the culture like?” or

“Tell me a time when you felt least successful, tell me about the environment, leadership etc., what was the culture like?”

These questions will help you start to see the type of jobs they succeeded or failed in and what they need to thrive. Of course, don't forget to ask the trainer to take you through a workout!

GET A COACH AND BE A MENTOR

Okay, so you learned how to train clients in your certification, great! But just because I know how to bake bread, doesn't mean I'm ready to open a bakery! Getting qualified is just the starting point of your learning. Get coaching and support on your journey to success. Reach out to a business coach to bring you up to speed on the business side of things. If you have staff, let them know that you are interested in their success by holding regular practical development sessions as well as professional development. Use the coaching approach rather than telling them what they should do! When you coach your PTs you are helping them expand their capabilities so they can tackle new business challenges, make better choices and solve problems on their own. Coaching also benefits the coach, giving a great sense of satisfaction watching others grow and develop as well as personal growth.

MANAGE PERFORMANCE

What are your targets? How many sessions/groups/assessments are required to meet your business goals? Do your PTs know what you expect of them? Do they know how many sessions they need to service each week? How many orientations? When do you expect them in the gym? So many business owners

forget the key step of setting clear expectations on performance. Not only does this need to be set, it also needs to be followed up regularly.

INSPECT WHAT YOU EXPECT, GET CLIENT FEEDBACK

Assumptions are dangerous when it comes to business. We often assume that clients may be dropping off because of illness, money or some other reason. But unless we have a culture and system for gathering valuable feedback from our members, we will be left in the dark. Ensure your PTs are regularly seeking feedback on their performance and areas they can improve on from their clients. Also, when PTs know that you or a manager will be following up with their clients, they seem to up their game and everyone ends up having a better experience: the PTs know exactly how they can improve and the clients know their needs will be listened to and met.

PTA Global uses a system called Kaisen- 6™ which is a series of questions designed to elicit genuine feedback and aim for continual improvement of the PT service. A couple of the key questions are:

“Is there anything in particular that you were hoping I would do or that you want me to help you with that I have not done yet?”

“What can I do to make your experience even better?”

Driving a culture of continual improvement is fundamental to running a successful PT business.

Set the stage for success in your PT business by defining your culture. Then use systems to ensure that that culture stays alive in every interaction between your PTs and clients and you and your PTs!



MELONY DOS REMEDIOS

Melony is the founder of Fitness Faktor, a PT business consulting business, and a personal training and fitness industry veteran. She's been engaged in the industry for more than 20 years recruiting,

developing and managing PTs as well as creating development and business plans for large gym chains while never forgetting her roots as a personal trainer. As a result of her unique and varied background

as a personal trainer, athlete, life coach, small group studio owner and corporate facilitator, Melony brings a fresh perspective and understands the keys to running a successful personal training business.

Being the largest expo of its kind in the southern hemisphere, this is a not-to-be-missed opportunity for those in the industry to learn, promote and network. At the Melbourne Fitness & Health Expo, which is co-located with FILEX, the Friday is a trade-only day with free entry for those who work in the industry. We asked two of the expo veterans to advise how you can get the most out of the 2015 show.

Photo: Dallas Olsen

HOW DO YOU MAKE THE MOST OF THE AUSTRALIAN FITNESS & HEALTH EXPO?

**DANIEL MOY**

Daniel has been with Ezypay since 2006 and as the national sales manager for Australia has over 14 years of sales and customer service experience. Since starting with Ezypay, Daniel has been able to share this knowledge as well as

learn from others in countless industry segments.

With a keen eye for detail and broad project management experience, he has provided sound structures, advice and business solutions for enterprises in an

array of sectors across Australia and New Zealand. He aims to connect with and help as many people and businesses as possible through customised and out-of-the-box solutions.

Networking events such as #Connections2015 shouldn't be missed. Its inaugural year in 2014 was a smashing success as an exclusive networking event where stakeholders of the fitness industry rubbed shoulders. With no agenda other than catching up with old friends and making new ones, it's a great way to get familiar with the expos the night before it all starts. Meeting new people and exchanging ideas is a great way to further your brand and yourself.

COMPETITIONS ON STANDS

If you are a supplier, find and utilise intriguing and up-to-date ways of engaging with people on your stand. If you're a visitor or delegate, go and say "hi", the suppliers on the stand won't

bite! Open yourself up and explore what everyone has to offer – you might even win something cool. Ezypay has given away Vespas, used social media as an engagement tool, and even had a photo booth on the stand.

WALK THE ENTIRE FLOOR

Definitely have a plan in order to maximise your time, but try and get across the whole floor – there is so much to do and see. If you are a supplier, go and have some B2B interactions and look for opportunities to exchange business cards where there is mutual value moving forward. Don't be afraid to say "hi" to your competitors, but don't waste your time wondering about what they are doing, it's a big enough market for everyone. Just go and ask them how everything is going.

**SHAUN KRENZ**

With extensive experience in the fitness industry as a personal trainer and facility manager, Shaun's role as director of the Fitness & Health Expo is one

he's very passionate about. Shaun oversees strategy, sales, marketing, finance and operations for the expo events nationally.



The Australian Fitness & Health Expo is the key event for commercial equipment, plus you'll also find the latest fitness accessories and group classes. You'll have access to the Industry Lounge, a networking and education space run by Fitness Australia, and you can have a free half-hour session to ask questions about anything from marketing to insurance – just make sure you book in advance through the website.

If you've booked a stand at the Fitness & Health Expo, be prepared for the crowd demographic to shift from trade on the Friday to trade and general consumer on the Saturday and Sunday. Adjust your staff, stand activities and drawcards accordingly. Our visitor surveys have revealed that expo specials and incentives are popular with the crowd, as are interactive stands and opportunities to get hands-on with products. Ensure you have knowledgeable staff available to

answer in-depth questions from industry professionals and remember why people come to an expo as opposed to just visiting a website: they want to touch products, talk to real people and engage with the brand. This is your opportunity to project what your brand is all about, build buyer confidence and capture valuable leads.



GREG SELLAR

Greg has a degree in sports science and was named the 2010 International Fitness Showcase (IFS) International Presenter of the Year. More recently he has completed a Diploma in Coaching, Mentoring and Leadership with the International Coaching Federation and qualified as a wellness coach.

When attending FILEX 2015, your two main objectives are to participate in thinking and movement that challenge your status quo and to implement changes upon return to 'civilian life'.

Too often we see trainers and instructors paying to attend a world-class event, only to book into sessions in disciplines or on subject matter they are already well versed in. Sure, there is the argument that it will progress current thinking in a field you're interested in, but too many do this at the expense of staying on top of emerging trends. There is a lot to be said for being amongst the first in your respective club/area/state to capitalise on what is to come rather than what is currently available. At least once a day you should be identifying a session that is going to throw you in the deep end of what you currently do in fitness. If you're a PT, attend a group training workout and vice versa. If you're a group instructor, visit a lecture on nutrition or programming for a different age demographic to get a broader sense of who comes to class and what some of their considerations might be.

If you enjoy a session because it is revolutionary or just different enough to tweak interest, it's a crime to go back to your business or facility and not make some effort to implement that into your offering. If there's no intention to change what you do by attending FILEX, then why go? Make the change and evolve through your participation at the event – your members and clients will love you for it.

HOW DO YOU MAKE THE MOST OF THE FILEX CONFERENCE?

Boasting hundreds of sessions and presenters to choose from, FILEX 2015 is set to motivate you to not only achieve your goals, but inspire everyone around you to achieve theirs.

With names such as Joanna McMillan, Thomas Plummer, Helen Vanderburg, Todd Durkin and Lisa Wheeler scheduled to present, and a new mix of 75-minute and 90-minute sessions, you will walk away with incredible industry knowledge, inspiration and ideas. Make the most of this amazing opportunity with these top FILEX tips.



RYAN HOGAN

Australian Fitness Network's CEO, Ryan has 17 years experience in the fitness industry. With a keen understanding of business, sales and management trends, he is an enthusiastic and passionate educator. Ryan also continues to teach group exercise classes to packed rooms at some of Sydney's leading health clubs.

With over 240 sessions delivered by 120 presenters, covering topics from business to nutrition and aqua to yoga, how do you make the most of the southern hemisphere's leading fitness industry convention?

- 1. Read the brochure and dissect the online program front to back.** Select at least two sessions from each timeslot that interest you and familiarise yourself with the presenters.
- 2. Consider a Business or PT Gold Pass registration.** A Gold Pass ticket gets you exclusive access to the prestigious business or PT summits, and also the business or PT breakfasts, both of which offer fantastic opportunities to network with your industry peers.
- 3. Register early!** Popular FILEX sessions have limited capacities and they fill up early.
- 4. Attend the keynote address.** The FILEX team sources world-class keynote speakers to set you up for a phenomenal weekend of learning. In 2015 we have the legendary Bruce Sullivan to inspire you.
- 5. Attend a session or two that will push you outside your comfort zone** – you never know where one mind-opening session could lead your career.
- 6. Attend the social functions.** Networking and learning from your industry peers is one of the key benefits of having over 2,500 fitness professionals under one roof for the weekend.
- 7. Make some time to shop at the Fitness & Health Expo** – especially on Friday when it is open to trade only.



KRIS TYNAN

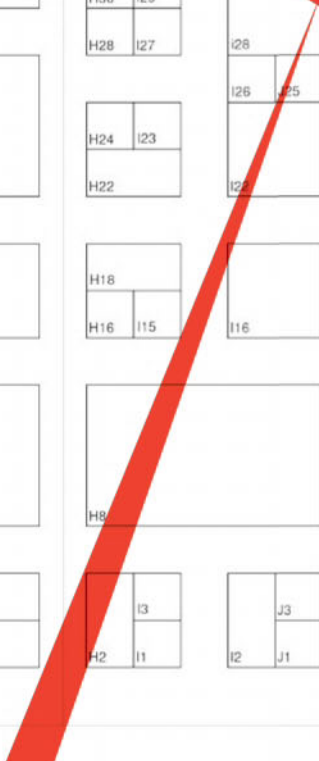
Kris is a wellness coach and consultant based in New Zealand. She is the author of The Interactive Instructor and has been running related workshops since 2003 in both Australasia and the UK.

She continues to be involved in providing fitness services to the general public and more recently has developed an online program for seniors. Kris serves on the board of REPs NZ and in 2012 was awarded the Exercise NZ award for Outstanding Industry Contribution. She has attended and presented at Filex consistently since 2004 and has also presented at IHRSA (US) FitEx (NZ), FitPro Business and the FLAME conference (UK).

Everyone has different learning styles but over many years of attending conferences and workshops I have found these key principles help me get the most out of the experience:

- 1. The number one thing is to avoid note-taking diarrhoea.** Just pick out the key points: something well explained, a great idea or movement that you could use. An 'ah ha' moment, if you like.
- 2. I write all my notes in one small notebook with the name of the presenter heading up a fresh page each time.** If they recommend a site or resource I will write out in full something like – 'Justin recommends this site for good marketing tips: www.tiptoptips.com' rather than just the site with no explanation.
- 3. At the front of my notebook I have one page for action.** Yes, just the one page. By the end of the conference – not waiting until I get home – I have listed no more than six items. They may be quite small things like introducing new moves into classes or time-consuming and resource-requiring items like building a new website. List the steps you need to take with a time frame to allow you to move from planning to application.
- 4. Here is the kicker:** having made your list of six, now halve it into a list of just three.

The satisfaction of ticking off your list is enormous and who knows you might then be able to crack the other three as well!



COME AND VISIT US AT THE AUSTRALIAN FITNESS & HEALTH EXPO ON STAND J34.

The FITMEDIA stand will be made up of all five publications: *Fitness PRO*, *Oxygen*, *Men's Muscle and Health*, *Clean Eating* and *The Box*. So whether you're a male, female, fitness professional, beginner or a food fanatic, we'll have something for you!





The Australian Fitness & Health Expo and FILEX Conferences

Melbourne Convention & Exhibition Centre, 10-12 April

The 2015 Australian Fitness & Health Expo and FILEX conferences are events that are not to be missed. Learn, promote and network with industry leaders over this three-day event to make 2015 your best year in business yet.

We'll be there and would love to meet you to talk ideas, inspiration and feedback – we can't wait to see you there!

**FITNESS
& HEALTH EXPO**

BECOME AN EMPLOYER OF CHOICE:

5 STEPS TO BECOMING THE GOOGLE OF THE FITNESS INDUSTRY

By Nic Monteforte

For four years running, Google has been named the best company to work for by *Fortune* magazine. Here are five steps from Fitness Business Experts' Nic Monteforte to develop significant desire among potential employees to help you become the top dog of the fitness industry.



Photo: Shutterstock.com

STEP 1: VALUE YOUR PEOPLE – AND SHOW IT!

Google's creative and innovative corporate culture helps its employees thrive. They work hard and they play hard. In the Google culture, it's all about treating people with respect, encouraging them to be their best and supporting their creative development. They are overtly family-focused, providing their employees with flexible working hours as well as additional – and unique – benefits such as on-site medical services, travel insurance and emergency assistance (even during personal trips), additional time off for new parents (with extra spending money) and free legal advice. They encourage freedom and interaction, and their culture reflects a true understanding that a business is only as good as the people in it. In their own words:

“It's all about removing barriers so Googlers [their employees] can focus on the things they love, both inside and outside of work. We're constantly searching for unique ways to improve the health and happiness of our Googlers. And it doesn't stop

there – our hope is that, ultimately, you become a better person by working here.”

STEP 2: EMBRACE AND ENCOURAGE A TEAM MENTALITY

For health clubs and fitness businesses, the key to creating a truly desirable workplace starts with having a clear motto and vision. Understand that a successful business does not have to give up on having a purpose in order to make money! The key is to ensure your team understands this. Encourage them all to be creative and put forward their ideas on how the motto and the vision can be achieved. As a leader, you have to be encouraging and receptive to all ideas. You don't have to take them all on board, of course, but you do have to genuinely be open to hearing what your team suggests.

Challenge and develop your staff by introducing all-round roles in the club. This means moving away from the solo roles, such as sales and reception, and moving toward roles that encompass working across all or multiple areas within

the club. This strategy ensures variety for your team members, but also allows everyone to feel part of one whole club.

Allow and encourage your team to participate in exercise during their work time as this reinforces and demonstrates the fact that fitness is important for everyone.

STEP 3: HAVE A CLEAR AND DISTINCT CULTURE

A strong and unique club culture will build pride among your team members, and this will be directly reflected in how people behave in the workplace.

When it comes to recruitment and attracting the right people, a definitive club culture is

important because it allows potential recruits to see what they could become a part of. It also allows you to identify what attributes will and won't work within your culture and, therefore, interview with these factors in mind.

Unfortunately, overhauling a club culture is not an easy task. In order for success, however, it requires you – as owners and leaders – to be really clear on what you want to change and why. The process then needs to be slowly executed through a clear strategy that involves all key stakeholders. There will almost always be push-back from existing team members, as this is the typical response when people are asked to step outside their comfort zone.

In order for your club to truly stand out in this crowded industry you need to develop a culture that makes people talk about your club.

STEP 4: FIND (AND CHOOSE) THE RIGHT PEOPLE – EVERY TIME!

Referrals are always the best place to achieve this. In saying that, many of my most successful employees came from within the member base because they were already advocates of the business. Using employment services that specialise in recruitment for the fitness industry is also a great option.

Ideally, clubs should employ a mix of newly qualified fitness professionals and

trainers, as well as established individuals who have some degree of experience. This blend will ensure you have the technical experience to support the needs of your member base, along with the eagerness of the new recruits who are often hungry and keen to make a

difference. Without both, your club will be out of balance in meeting the needs of your members.

Of course, it can be expensive to employ the wrong staff, so you want to ensure that you hire the right people – every time. One way to do this is to find out if the applicant feels like they have something to prove. For example, did they fail their HSC and therefore want to prove to the world

they can be successful? Or did they transform themselves after previously being overweight and now have a desire to help others achieve the same? Are they competitive by nature? Most importantly, did they make you laugh or smile a lot in the interview? These are the factors you should want to know about, because that level of passion and motivation stems from qualities you cannot teach someone on the job.

STEP 5: UNDERSTAND MONEY IS NOT THE ONLY MOTIVATOR

The truth is, if people feel valued and appreciated then they are far more likely to come on board and to stay for longer. Sure, remuneration plays an important role when attracting or keeping the right people but there are lots of other non-financial strategies that you can provide to employees: mini-holidays, technology/gadgets/devices, vouchers and massages – just to name a few.

Remuneration is usually more important in senior roles; however, if someone can see the potential to grow within your business then remuneration can often be negotiated. Often personal development programs are an effective way to secure or retain a good employee, particularly when remuneration is a sticking point. A good quality reward structure can also be effective.

To get a favourable applicant over the line during the interview stage, one strategy is to provide the applicant with the names and contact details of some of your star team members. This way they can source their own references, direct from the employees. Be sure to word up your team members beforehand so the applicant isn't contacting them unexpectedly.

“FOR HEALTH CLUBS AND FITNESS BUSINESSES, THE KEY TO CREATING A TRULY DESIRABLE WORKPLACE STARTS WITH HAVING A CLEAR MOTTO AND VISION.”

NICOLE MONTEFORTE, BPE (Human Movement)



Nicole is the co-founder of Fitness Business Experts, a company specialising in fitness industry recruitment and helping clubs achieve new levels of success. Nic was the first female director of the world's largest health club chain – Fitness First. During this time Nic grew the state's clubs from four to 40, and these 40 NSW clubs (of 350 total clubs worldwide) contributed to 40 per cent of Fitness First's global profit. In 2010, Nic founded Fit 'n' Fast Australia and led the company as chief operating officer. Here she pioneered a number of industry-changing concepts including offering cheap, no-contract memberships as well as selling membership online and via Facebook. Nic has also been the direct line manager for a staggering percentage of the people who now lead Australia's most successful fitness companies including Goodlife, Virgin Active, Anytime Fitness and Fitness First. Nicole can be contacted via www.fitnessbusinessexperts.com.au

WHY YOU NEED A MENTOR



Mentors are for newbies with no or limited experience, right? Wrong! Having a mentor or a coach provides significant benefits for all professionals, no matter the level of education or experience. Fitness Business Experts' **Shane Byrne** explains why having a mentor is essential for personal and professional success.

There is increasing evidence that coaching and mentoring is one of the most powerful ways of developing people and enhancing the bottom-line performance of a business. A study in *Fortune Magazine* of a thousand companies that used coaching found:

- 53 per cent increase in productivity
- 39 per cent increase in customer service
- 32 per cent increase in retention of senior people
- 23 per cent reduction in costs
- 22 per cent increase in bottom-line profitability

The same survey reported that the individuals who received coaching experienced improvements in:

- Working relationships with their direct reports
- Working relationships with their manager
- Team building
- Reduction in conflict
- Business relationships with clients

Unfortunately, some leaders try to save money by limiting their expenditure on training, essentially because they don't believe professional development generates immediate bottom-line results. However, coaching can turn an investment in training into dramatic positive results. Xerox Corporation, for example, found that the impact of using follow-up coaching after formal training returned an impressive 87 per cent increase in the effectiveness of training when compared to training without follow-up coaching. Similarly, the International Personnel Management Association found that training improved the performance of their teams by 22 per cent. When coaching was added to the training program they saw an improvement in day-to-day work performance of 88 per cent.

While the benefits of having a mentor are vast and varied, the three key reasons are:

1. You'll remain focused

First and foremost, having a mentor will keep you focused on your goals. Most people, including owners and successful business people, eventually get complacent - and the danger of not being 100 per cent focused on achieving a goal is that you usually won't reach it.

2. You'll achieve personal growth

Having a mentor will help you achieve some degree of personal growth. Most people who sit in a senior management or ownership role do not have someone they can lean on or ask questions of. In fact, very rarely do leaders have someone on hand who will willingly impart knowledge to help them develop and further succeed, both on a professional level as well as in any other area of their life.

3. You'll stay accountable

Even if you're not a runner, you'll understand that in a marathon event it's really hard to run for the entire 42km distance. Well, business is no different. Most successful business people have a plan and generally they have a good understanding of the process required to execute and achieve the goals they set for that business. Where this often becomes difficult, though, is when you reach the middle of the race. At this stage, other things generally start popping up and distracting your focus from your key objective. Your mentor, however, won't get caught up in these day-to-day tasks but instead will hold you accountable to achieving your goal and in the timeline that goes with it.

To be a truly successful fitness operator in this very competitive space you need to be an all-round business person with a solid understanding of all the moving parts within your club. In many

cases, the only way you will achieve this knowledge and experience is to work with a mentor.

How to find a mentor

The best mentors are typically highly skilled individuals who are working in the same industry as you. They need to have a thorough and up-to-date understanding of your industry and your business.

When selecting someone, look for a person who has been successful in the same or similar role as you - but be mindful of their personality and style. You want to find someone with whom you feel comfortable and compatible. Trial them for one session and make sure you believe this is the right person for you to learn from.

It is not unusual for individuals to utilise different mentors for different roles. For example, if your job requires a high level of technical knowledge, such as a personal trainer, you should seek to have a mentor who focuses purely on this area. Additionally, to further enhance your business management skills you should select a mentor who specialises in that area.

Everyone who wants to succeed in their business can and will benefit from a mentoring arrangement. It doesn't matter whether you are just starting out or have been in business for years, everybody has areas of weakness and everyone has room for improvement. The bottom line is a mentor's job is single-minded: to make you better! And who doesn't want that?

SHANE BYRNE, BHMS

Shane Byrne is the co-founder of Fitness Business Experts, a company that specialises in helping health club owners and managers achieve new levels of success through mentoring and other industry-focused programs and services. Shane has worked in the fitness industry for more than 20 years. From humble beginnings as a floor instructor, Shane grew through the ranks - mastering the roles of personal trainer, membership consultant, sales manager and club manager before progressing into senior management roles.



After receiving three consecutive awards for sales manager of the year, in 2006 Shane was asked to take on the role of Fitness First European sales director. Here he was responsible for the sales results of 105 clubs. Success in Fitness First continued until 2010 when Shane founded Fit 'n' Fast Australia, and as operations director he drove the start-up to open 18 clubs over three years. Shane can be contacted via www.fitnessbusinessexperts.com.au





AUSTRALIAN FITNESS ACADEMY (AFA)

Suspension Training for PTs

Learn how to incorporate suspension training into your programming for clients and increase your knowledge base on the latest training trends.

This 3CEC workshop is perfect for fitness professionals who want to learn more about effective suspension training and covers:

- The principles of levers, stability and base of support and their impact on exercise intensity;
- How to effectively instruct a wide range of suspension exercises to achieve client goals;
- How suspension exercises can be used to develop strength, power, range of movement and cardiovascular fitness; and
- Methods of progressing clients through graded suspension exercises as their level of expertise improves.



Workshops are held in Caulfield, Victoria and current 2015 dates are:

Friday 1st May, 1pm-4pm

Friday 10th July, 1pm-4pm

Friday 9th October, 1pm-4pm

Note: Workshops can also be held in other states.

Secure your spot now | 1300 232 348

AUSTRALIAN INSTITUTE OF PERSONAL TRAINERS (AIPT)

Indigenous Australian Scholarship Opportunity

Studies in 2012-2013 revealed 62 per cent of Indigenous Australian adults are doing no or low-level physical activity and 66 per cent aged 15 and over are overweight or obese. The Australian Institute of Personal Trainers is seeking to address this by offering two personal training scholarships. One will be offered to a female and the other a male from the indigenous communities so they can use their qualifications to help create a fitter and healthier community.

Recipients will be selected based on their passion and dedication to health and fitness as well as using their acquired knowledge to positively give back to their indigenous community. The scholarships will provide each recipient with free tuition in the Certificate IV in Fitness – Complete Personal Trainer and extensive support with course materials and teaching resources. What's more, they will gain experience in a real gym environment and learn how to work with clients.

Applications close Friday 13 March, 2015. For more information, call 1300 880 255 or visit www.aipt.edu.au/indigenous-scholarship/

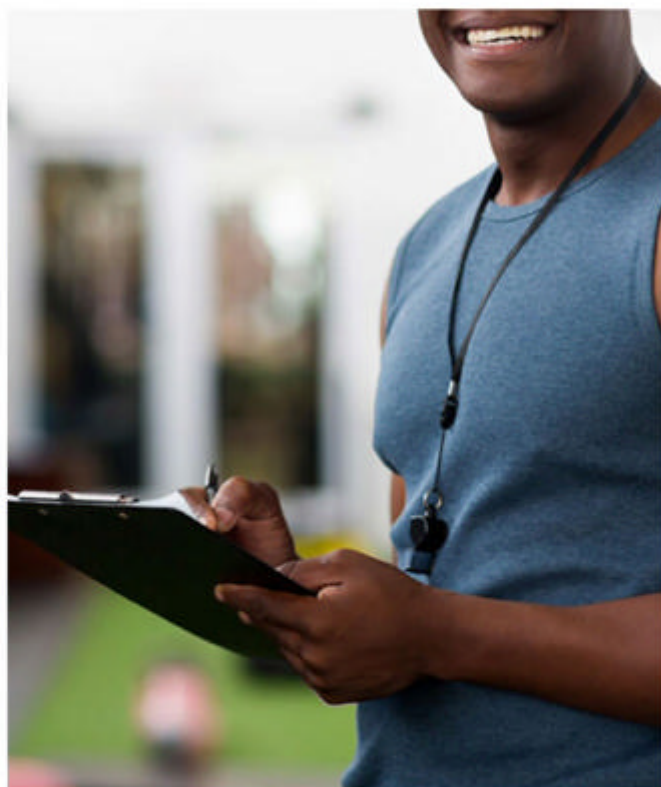


Photo: Shutterstock.com

AUSTRALIAN INSTITUTE OF FITNESS (AIF)

Nutrition Coach

Study mode: Blended

The Institute's Nutrition Coach course offers fitness professionals the opportunity to be better equipped to provide current nutrition information to clients within their scope of practice. Students will learn nutrition for optimal health at every age, for fat loss and weight management, and for the recreational athlete.

There is a major focus on motivational coaching skills to better empower the client to make great nutrition choices within a fit and healthy lifestyle. From day one, students will learn how to empower clients through real motivational coaching strategies using the latest, evidence-based nutritional principles and practices. It provides solutions to real problems faced by clients who struggle to maintain healthy nutrition choices.

The Institute's highly qualified team of nutrition course coaches all have a degree in either nutrition or dietetics, as well as teaching qualification.

For more information, visit fitness.edu.au/course



Fitness Business Professional

Qualification outcome: Diploma of Business | Study mode: Blended

Owning a business is a reality for many in the fitness and massage industries, but this can be daunting and full of the unknown. The Institute's Fitness Business Professional course gives students the tools and the confidence to successfully run their own business, including the design and launch of their own personalised website.

Specially tailored to personal trainers and massage therapists who are looking to grow a successful business including running a small team in an existing business, students can be confident that what they learn can be put into practice from the word 'go'.

The course sets students up for success by covering how to identify business opportunities and grow a fitness or massage business through marketing, as well as how to create and close a sales opportunity and keep clients coming back for more.

The Institute's fitness business professional coaches all have teaching and business qualifications and their own personal training and/or massage business, and are extremely passionate about the industry.

Eligible students may now apply for VET FEE-HELP assistance to cover all or part of the course fees for this course. VET FEE-HELP is an Australian government loan scheme.

For more information, visit fitness.edu.au/course

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FITNESS U

Animal Flow Instructor Workshop

Combining quadrupedal, ground-based movements with elements from a number of bodyweight disciplines, Animal Flow® is designed to be a standalone workout or group training format.

The 10-hour instructor workshop is delivered over two days and teaches fitness professionals to incorporate Animal Flow® into their own classes and sessions. With the practice being easily tailored to suit all fitness levels, gym-goers and athletes alike realise significant benefits from the practice, such as enhanced flexibility, agility, strength, power, endurance, coordination and speed.

Creator Mike Fitch says, "With bodyweight training increasing in popularity, Animal Flow is a great option for people looking for something that is fun but still a great workout."

"Mastering new moves and learning new flows can be a lot more fun than just increasing your reps on the same exercise. With its emphasis on understanding movement and the connections of the body, Animal Flow provides a great foundation for improving overall training capacity, far beyond the mechanics of learning the program itself."

KNOW YOUR LIMITATIONS AND THEN DEFY THEM.





Photo: Shutterstock.com

FITNESS PRO

DO YOU KNOW YOUR STUFF?

QUIZ 01-2015



Photo: Shutterstock.com

NUTRITION AND TRAINING ARE LIKE THE TWO WHEELS OF A BIKE

1. How can you help your training clients see faster, more significant results?

- A) Distinguish if they have high cholesterol then offer nutritional advice
- B) Educate yourself and encourage referrals
- C) Only offer advice after checking if they have a history of cardiovascular disease
- D) Send clients off for a food intolerance analysis then prescribe

2. Providing the wrong nutrition advice can:

- A) Be damaging
- B) Be dangerous
- C) Ruin reputations
- D) All of the above

WHY YOU NEED A MENTOR

3. The best mentors are:

- A) People who want to succeed
- B) People who are older than you
- C) Highly skilled individuals who work in the same industry
- D) People who are as single-minded as you are

4. Individuals who receive mentoring can experience:

- A) Conflict reduction
- B) Improvements in team-building skills
- C) Improvement in client relationships
- D) All of the above

BECOME AN EMPLOYER OF CHOICE

5. The most successful employees come from:

- A) Family
- B) Friends
- C) Competitions gym
- D) Within the club member base

TRUE OR FALSE

6. Clubs should not employ a mix of newly qualified fitness professionals and trainers.

5 KEYS FOR MANAGING AND RUNNING A SUCCESSFUL PT BUSINESS

7. The best way to define your culture is to:

- A) Work out with your existing staff
- B) Be a great mentor
- C) Find words that best describe your facility
- D) Request feedback

8. When you coach your personal trainers, you're helping them to:

- A) Expand their capabilities
- B) Challenge themselves
- C) Fix their problems
- D) Make choices assessing clients

NUTRITION AND TRAINING ARE LIKE TWO WHEELS OF A BIKE

9. How can you help your clients see faster, more significant results?

- A) Send them off to see a dietician
- B) Advise they cut out carbs
- C) Put them in Paleo
- D) Provide basic, solid, nutrition advice that's sustainable, healthy and balanced

TO SHARE OR NOT TO SHARE

10. Promoting others is a sure sign:

- A) You're secure about the quality and value of what you provide
- B) You're keeping your secrets
- C) You're insecure about the business
- D) That you're selling up.

Quiz prepared by Sharon Neish - personal trainer and first response paramedic. For more information, visit www.sharonneish.com.au or www.fitness2firstaid.com.au

ANSWERS: 1. A, 2. D, 3. C, 4. D, 5. D, 6. FALSE, 7. C, 8. A, 9. D, 10. A

S***S

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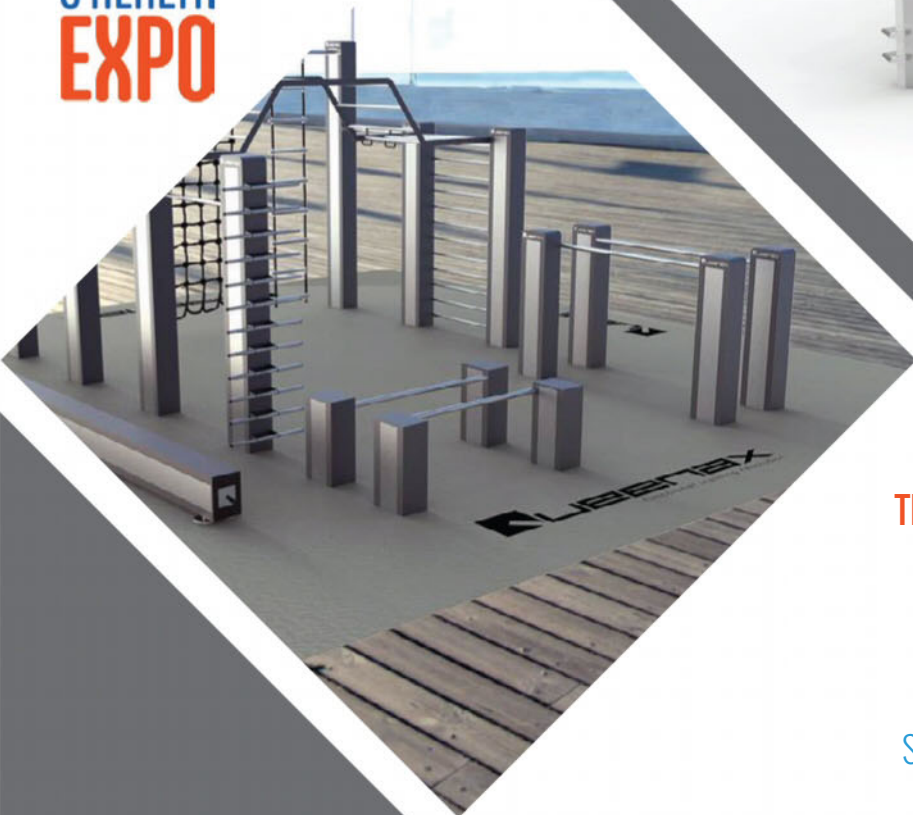
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